



# THE COMMITTEE MINUTES

for the meeting

Tuesday 18 February 2020

in the Colonel Light Room,  
Adelaide Town Hall



Present - The Right Honourable the Lord Mayor [Sandy Verschoor]  
Councillor Hyde (Deputy Lord Mayor) (Chair)  
Councillors Abrahamzadeh, Couros, Donovan, Hou, Knoll, Martin, Moran and  
Simms (Deputy Chair).

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## Acknowledgement of Country

At the opening of the Committee Meeting, the Chair stated:

'Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

Councillor Moran entered the Colonel Light Room at 5.32pm

## Apologies and Leave of Absence

Apology –

Councillor Khera

## Confirmation of Minutes – 4/2/2020 [TC]

That the Minutes of the meeting of The Committee held on 4 February 2020, be taken as read and be confirmed as an accurate record of proceedings.

## Discussion Forum Items

### Strategic Alignment – Creative

#### 1. Item 4.1 - Presentation – Adelaide Festival 2020 Program [TC]

Discussion Facilitators:

Rachel Healy – Joint Artistic Director of the Adelaide Festival  
Neil Armfield AO - Joint Artistic Director of the Adelaide Festival

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with a presentation on the Adelaide Festival 2020 Program.

During the presentation, the Lord Mayor entered the Council Chamber at 5.48pm

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

### Strategic Alignment – Corporate Activities

#### 2. Item 4.2 - Workshop – City Data and Insights [2018/04518] [TC]

Discussion Facilitator:

Clare Mockler, Deputy CEO & Director Culture, City of Adelaide  
Megan Fink, Senior Consultant, Corporate Planning & Reporting, City of Adelaide  
Leandro Lopez Digon, Economic Growth & Innovation Advisor, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with an overview of City Data and Insights to demonstrate the research and data that is available to support decision making.

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

### 3. Item 4.3 - Workshop – Finalising the City of Adelaide 2020-2024 Strategic Plan [2018/04518] [TC]

Discussion Facilitator:

Clare Mockler, Deputy CEO & Director Culture, City of Adelaide  
Susan Rudall, Manager Strategy, Planning & Partnerships, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with a briefing to finalise the structure, vision and supporting principles for the City of Adelaide 2020-2024 Strategic Plan.

During the discussion, Councillor Moran left the Colonel Light Room at 6.59pm and re-entered at 7.01pm

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

### Exclusion of the Public

#### 4. Item 5.1 - Exclusion of the Public to Consider [2018/04291] [TC]:

##### 6.1. Workshop in Confidence – 88 O'Connell [s 90(3) (b) & (d)]

#### Order to Exclude for Item 6.1:

#### THAT THE COMMITTEE

1. Having taken into account the relevant consideration contained in s 90(3) (b) & (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 18/2/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 6.1 [Workshop - 88 O'Connell] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This item contains certain information of a confidential nature (not being a trade secret) the disclosure of which could reasonably expect to confer a commercial advantage on a person with whom the Council is conducting business, prejudice the commercial position of the Council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

More specifically, the parties have entered in a Non-Disclosure Agreement (NDA) in order to protect the Proponent's Intellectual Property and commercial interests and the disclosure of certain information in this Committee Workshop could reasonably prejudice the commercial position of Council given that the City of Adelaide Council land holding is the subject of commercial negotiations.

#### Public Interest

The Committee is satisfied that the principle that the meeting is conducted in a place open to the public has been outweighed in the circumstances given that information within this report pertains to commercial negotiations for a City of Adelaide land holding. Not receiving this report in confidence creates a legal risk for Council due to the NDA with the Proponent. Furthermore, the release of such information may severely prejudice the Council's ability to secure a developer to undertake development of the land for the benefit of the City of Adelaide and community in this matter.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 18/2/2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 6.1 [Workshop – 88 O'Connell] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (b) & (d) of the Act.

Members of the public and Corporation staff present not directly involved with Item 6.1 left the Colonel Light Room at 7.18pm.

The meeting **adjourned at 7.20pm** for short break **and reconvened at 7.25pm** with the following Committee Members present -

Councillor Hyde [Deputy Lord Mayor] (Presiding)  
The Right Honourable the Lord Mayor [Sandy Verschoor];  
Councillors Abrahamzadeh, Couros, Donovan, Hou, Knoll and Simms.

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# Confidential Item 6.1

Workshop – 88 O’Connell

Section 90 (3) (b) & (d) of the *Local Government Act 1999 (SA)*

Pages 3 - 36

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The Colonel Light Room re-opened to the public at 8.24pm.

### **Confidentiality Order**

#### **Minute 5 - Item 6.1** – Workshop – 88 O’Connell [TC]

In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 6.1 [Workshop – 88 O’Connell] listed on the Agenda for the meeting of The Committee held on 18 February 2020 was received, discussed and considered in confidence pursuant to Section 90(3) (b) & (d) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that

1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remains confidential and not available for public inspection until otherwise determined by Council or 31 December 2027.
2. the confidentiality of the matter be reviewed December 2021.
3. the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

### **Closure**

The meeting closed at 8.24pm.

Councillor Hyde (Deputy Lord Mayor)  
**The Committee Chair**

### **Documents attached:**

Minute 1 – Item 4.1 - Adelaide Festival 2020 Program, PowerPoint Presentation

Minute 2 – Item 4.2 - Workshop – City Data and Insights, PowerPoint Presentation

Minute 3 – Item 4.3 - Workshop – Finalising the City of Adelaide 2020-2024 Strategic Plan, PowerPoint Presentation

# ADELAIDE FESTIVAL

28 Feb - 15 Mar 2020





# ADELAIDE FESTIVAL

**Neil Armfield and Rachel Healy**  
**Artistic Directors 2017 - 2023**





“Australia’s biggest culture event”

**The New York Times**

“Adelaide is known as THE festival city across Australia, and its blockbuster Adelaide Festival is the most popular of the ten major arts and cultural festivals held there throughout the year.”

**THE TOP 20 THEATRE FESTIVALS IN THE WORLD**

**AMERICAN EXPRESS, 2018**

“Every major capital city in Australia has its own arts festival, but... Adelaide Festival is the big one...It has a history of attracting the most significant artists in the world...”

**Time Out, January 2019**

Free Opening Night Concert – Neil Finn and Paul Kelly, 2013



## STRATEGY

Large scale, centerpiece events



## OUTCOME

Programming anchors for interstate audience



IMAGE: REQUIEM for the 2020 Adelaide Festival

## STRATEGY

Programming the great  
artists of our generation



## OUTCOME

Reputation; unique offering;  
audience & stakeholder loyalty



## STRATEGY

Activation in the public domain and supporting creativity in urban environments



## OUTCOME

Celebration and focus on our unique city and its history



IMAGE:  
TATZU  
NISHI'S  
DOLL'S  
HOUSE  
for the  
2020  
Adelaide  
Festival

# STRATEGY

Thought leadership and sharing ideas



# OUTCOME

Lifelong learning; diverse perspectives on contemporary society



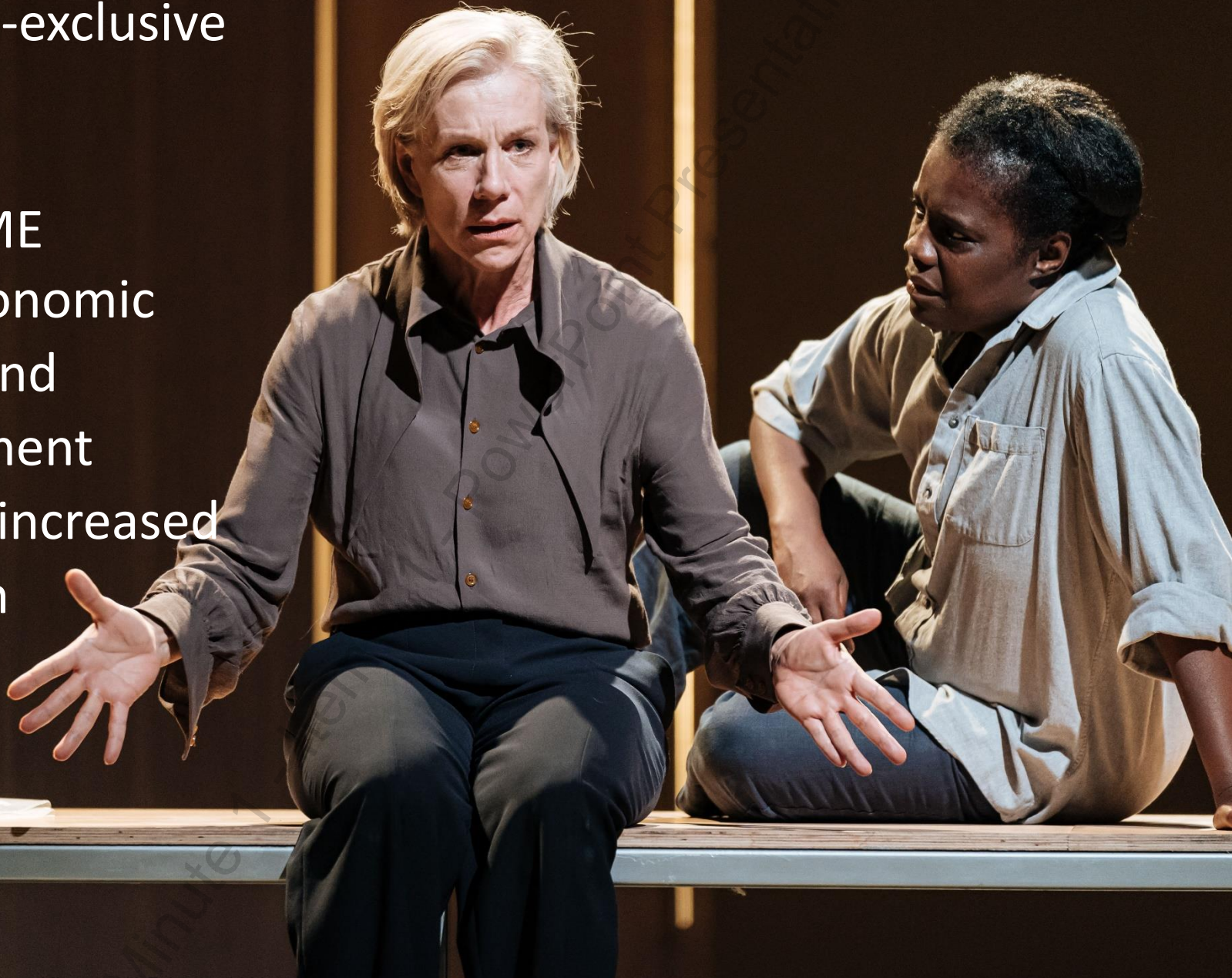
# STRATEGY

Adelaide-exclusive  
events



# OUTCOME

Local economic  
impact and  
employment  
through increased  
visitation





PerPoint Presentation

## STRATEGY

Programming Australian and Indigenous work



## OUTCOME

Sharing our stories and our artists' work with audiences



# STRATEGY

Commissioning  
new work



# OUTCOME

New  
opportunities  
and  
connections  
for artists



# STRATEGY

Community engagement: participants, volunteers, audiences

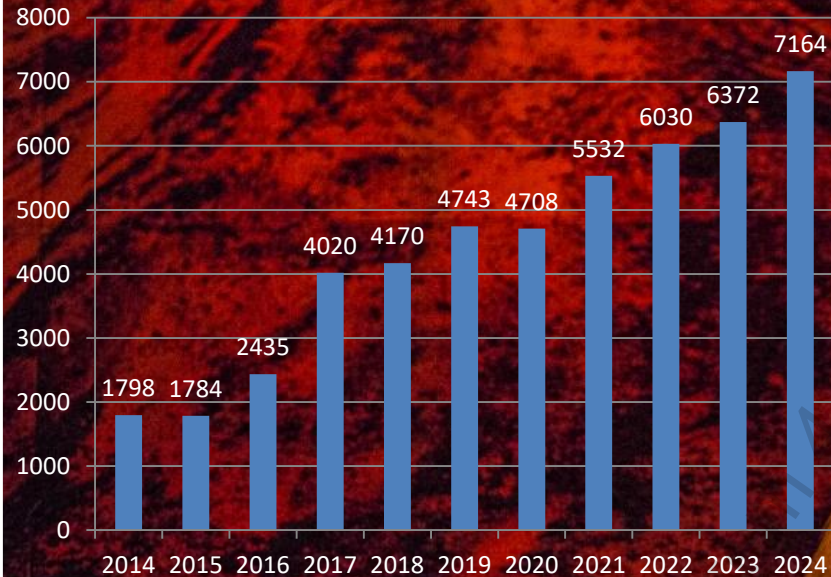


# OUTCOME

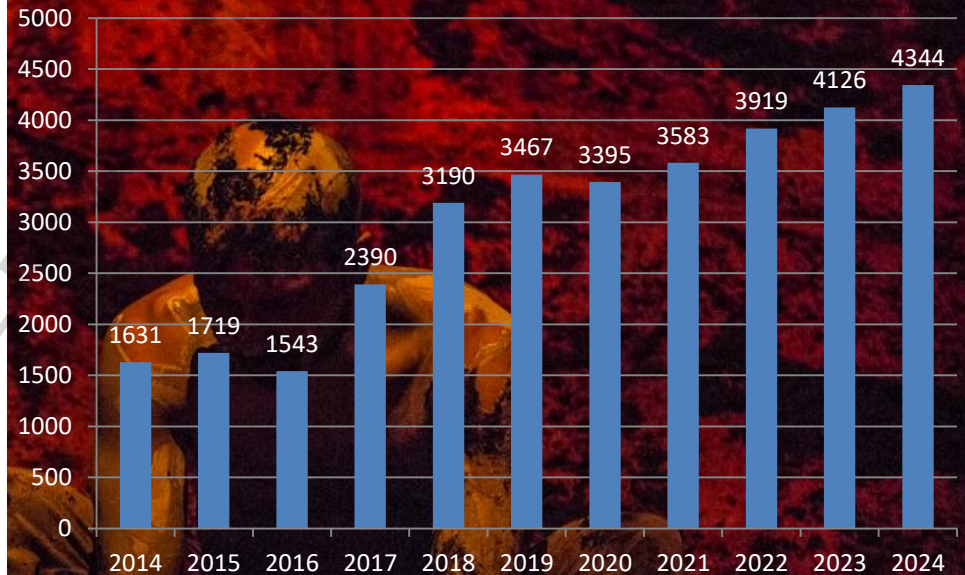
Community connectedness; reducing social isolation; building cross-generational community cohesion



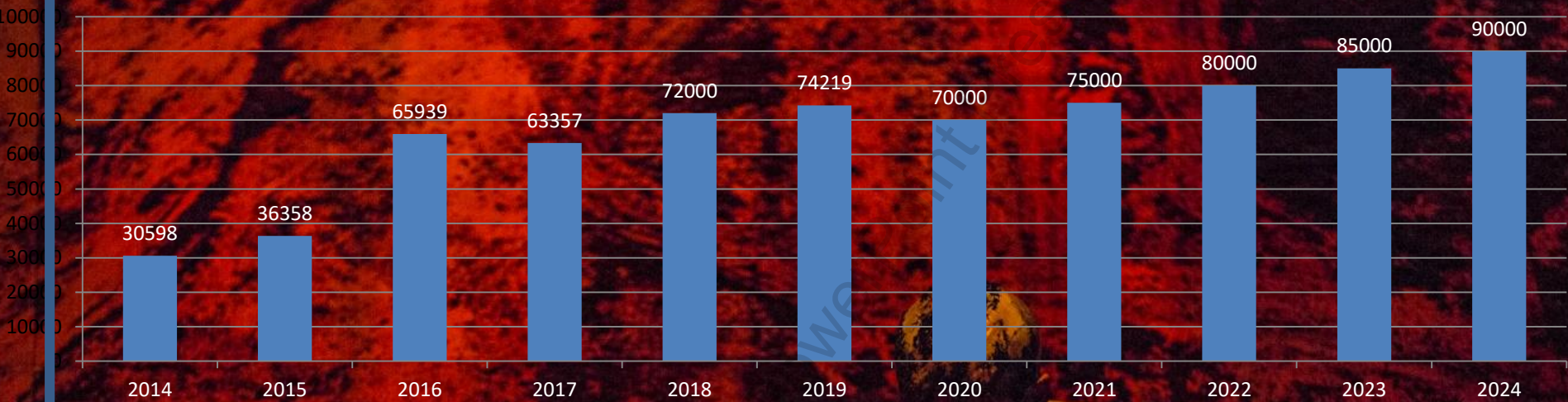
## Box office \$,000



## Fundraising \$000



# Paid Attendances



<b>ADELAIDE FESTIVAL</b>	<b>TOURISM &amp; ECONOMIC IMPACT: 2017 – 2019</b>		
	2017	2018	2019
<b>Visitors</b>	14,168	19,825	19,046
<b>% Tickets Sold to Visitors</b>	23.7%	26.8%	28%
<b>Bed Nights</b>	91,616	138,012	141,258
<b>Length of Stay</b>	6.47	6.96	7.42
<b>Total Expenditure</b>	\$66.4 million	\$76.1 million	\$76.8 million
<b>Impact on State Economy</b>	\$16.7 million	\$21 million	\$23 million

## COMPARATIVE FUNDING BY CITY COUNCILS MAJOR AUSTRALIAN FESTIVALS

<b>Festival</b>	<b>Turnover</b>	<b>City</b>	<b>City % Funding</b>	<b>City % Turnover</b>
<b>Adelaide (2019 Budget)</b>	\$ 17,986,000	\$ 345,000	4%	2%
<b>Brisbane (2018)</b>	\$ 19,366,513	\$ 1,637,000	25%	8%
<b>Melbourne (2018)</b>	\$ 12,500,000	\$ 250,000	4%	2%
<b>Perth (2019 Budget)</b>	\$ 15,700,000	\$ 300,000	4%	2%
<b>Sydney (2019 Budget)</b>	\$ 20,000,000	\$ 1,400,000	22%	7%

**NB: AF grant reduced from \$345K (2018/19) to \$320K (plus \$20K for The Doll's House)**

**SEE YOU THERE!**

**FREE OPENING NIGHT CONCERT**

TIM MINCHIN for the 2020 Adelaide Festival  
***Saturday 29 February – Elder Park***



# CITY DATA AND INSIGHTS

## Workshop purpose:

To provide an overview of City Data and Insights to demonstrate the research and data that is available to support decision making

## PROGRAM: STRATEGY, PLANNING AND PARTNERSHIPS

AUTHOR: Strategy, Planning and Partnerships | APPROVING OFFICER: Clare Mockler  
The Committee Meeting - Minutes - 18 February 2020



Around the room are six short profiles of people.

At the end of each is a multiple choice question.

**Please answer the questions online (anonymous):**

**[pollev.com/  
CityofAdelaide](https://pollev.com/CityofAdelaide)**



ALEX



SAM



JENNY



MITCH



ANDREA



WEI WEI

# city users

## City User data sources:

Each year the City of Adelaide conducts its survey of city users to better understand why people come into the city, how often they visit, and how things have changed over time. This survey is called the City User Profile (CUP).

City Users are defined as anyone who is in the city for any reason at any time and is broken down as:

- + Workers
- + Students
- + Residents
- + Visitors



Over 300,000 people use the City every day.

If we take a sample of 100 people...



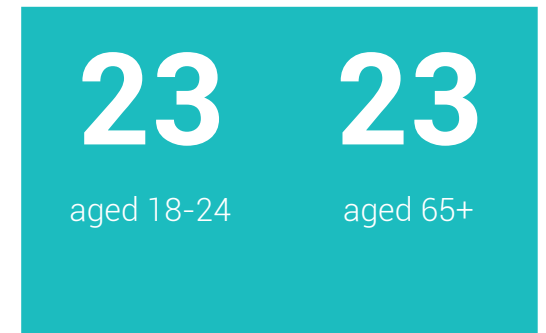
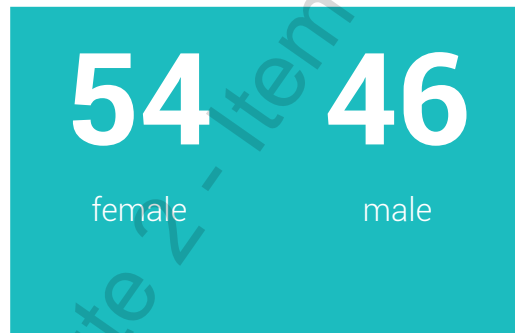
Where are they from?



How often are they visiting?



82 agree that the City is a welcoming and dynamic place full of rich and diverse experiences



# people

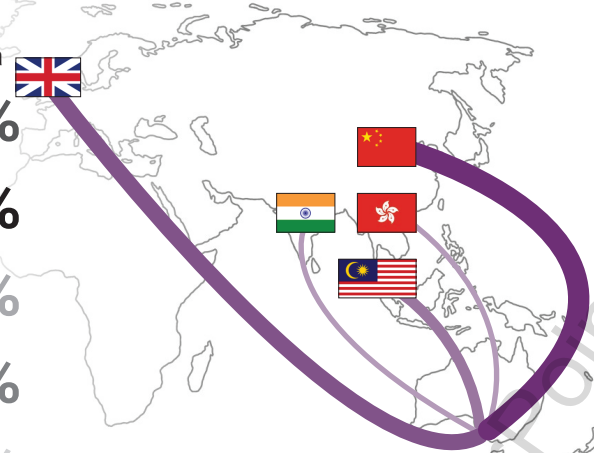
## people data sources:

- + Community profile presenting data from the five-yearly Census of Population and Housing
- + CoA City User Profiles addressing why people come to the city, how often and the experience of being in the city
- + CoA Resident Survey addressing wellbeing, community connections, access and inclusion, emergency preparedness, safety, performance of council in service delivery and the importance of those services, and other 'topical' issues as needed
- + Annual estimated Resident Population data
- + Population forecasts
- + ABS General Social Survey



## Where are our residents born?

CoA	SA	Australia
<b>13%</b> China	<b>1.5%</b>	<b>2.2%</b>
<b>4.8%</b> U.K.	<b>6.9%</b>	<b>4.6%</b>
<b>3.4%</b> Malay.	<b>0.5%</b>	<b>0.6%</b>
<b>2.1%</b> India	<b>1.6%</b>	<b>1.9%</b>
<b>2.1%</b> H.K.	<b>0.2%</b>	<b>0.4%</b>



## What language is spoken at home?

CoA	Australia
<b>19.4%</b> Chinese (all)	<b>3.8%</b>
<b>1.5%</b> Arabic	<b>1.4%</b>
<b>1.4%</b> Korean	<b>0.5%</b>
<b>1.1%</b> Italian	<b>1.2%</b>
<b>1.1%</b> Vietnamese	<b>1.2%</b>

## EDUCATION

<b>37.3%</b> Bachelor or higher degree	<b>18.5%</b>	<b>22%</b>
<b>8.1%</b> advanced / diploma	<b>8.3%</b>	<b>8.9%</b>
<b>8.1%</b> vocational	<b>20.1%</b>	<b>18.8%</b>
<b>32.7%</b> no qualification	<b>43.7%</b>	<b>39.9%</b>
<b>29.4%</b> currently studying (tertiary)	<b>9.3%</b>	<b>10.5%</b>

CoA

SA

Australia

## AGE

<b>12.7%</b> 0-19	<b>10.7%</b>
<b>44.9%</b> 20-34	<b>46.7%</b>
<b>20.5%</b> 35-54	<b>26.6%</b>
<b>20.3%</b> 55-84	<b>15.0%</b>
<b>1.7%</b> 85 +	<b>0.9%</b>

CoA

Sydney

Sources:

Australian Bureau of Statistics

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## HOUSEHOLD TYPE



## VOLUNTEERS

*'in the last twelve months did you spend any time doing voluntary work?'*



## HEALTH + FITNESS

CoA Resident Survey 2019

Are our residents active everyday?



Are our residents comfortable to walk to places?



What activity are you doing in the Park Lands?



Are our residents eating enough healthy food?



# INCOME

individual weekly income, persons aged 15 and over

weekly earnings under \$300

<b>29.7%</b>	<b>21.2%</b>	<b>20.9%</b>
City of Adelaide	South Australia	Australia

weekly earnings of \$300 - \$649

<b>17.7%</b>	<b>27.8%</b>	<b>24.2%</b>
City of Adelaide	South Australia	Australia

weekly earnings of \$650 - \$1,249

<b>17.0%</b>	<b>25.2%</b>	<b>24.0%</b>
City of Adelaide	South Australia	Australia

weekly earnings of \$1,250 - \$1,999

<b>12.6%</b>	<b>12.6%</b>	<b>13.9%</b>
City of Adelaide	South Australia	Australia

weekly earnings of \$2,000 and over

<b>10.3%</b>	<b>5.6%</b>	<b>8.2%</b>
City of Adelaide	South Australia	Australia

## Sources:

Australian Bureau of Statistics

The Committee Meeting - Minutes - 18 February 2020



# economy

## economy data sources:

- + CoA Economic Insights dashboard
- + Spendmapp
- + Economy.id Adelaide
- + Australian Bureau of Statistics Labour Force surveys
- + Reserve Bank of Australia statistics and reports
- + Journey to Work data
- + Australian Business Register
- + Night Time Economy reports



The industry sectors adding the most value to the City of Adelaide Economy in 2018/19 are:

- + Financial and insurance services **\$4bn**
- + Public administration and safety **\$2.2bn**
- + Professional, scientific and technical services **\$2.1bn**
- + Health care and social assistance **\$2bn**

## GROSS REGIONAL PRODUCT

2019 **\$19.45bn**

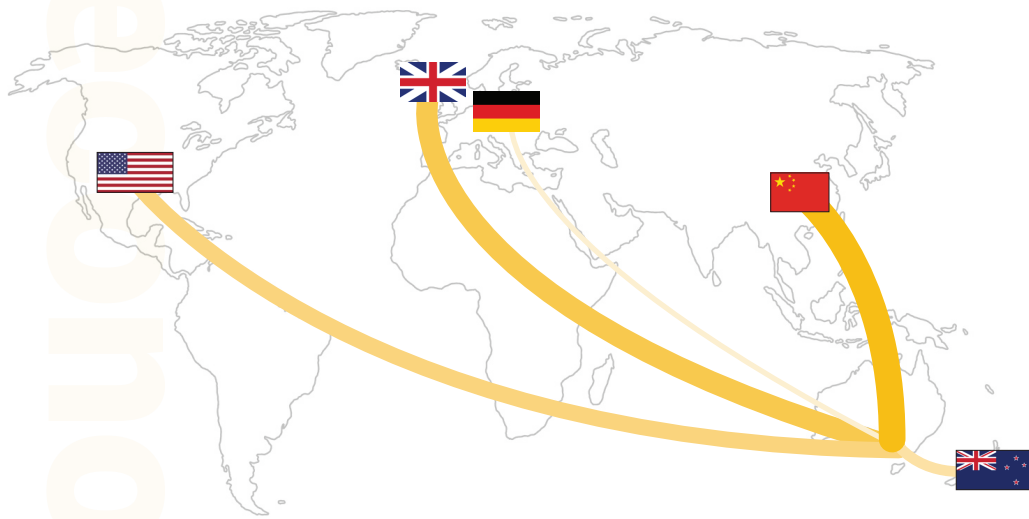
*an increase of 2.3% from 2018*

2018 **\$19.0bn**

*an increase of 3.7% from 2017*

2017 **\$18.32bn**





Where are  
**international  
visitors**  
from?

<b>66,490</b>	China
<b>59,867</b>	UK
<b>49,191</b>	USA
<b>39,027</b>	New Zealand
<b>26,264</b>	Germany

What is the  
**economic  
impact** of  
international  
education?

**\$1.92bn** contribution to  
SA economy

**43,868** International  
Enrolments

**31%** of students  
have friends and  
family visit at  
least once a year

Every 4 enrolments = 1 job in SA

## VISITOR OVERNIGHT STAYS

### number of visitor overnight stays in the City of Adelaide

	<i>domestic total</i>	<i>international</i>
2018	<b>5.51m</b>	<b>4.23m</b>
2019	<b>6.18m</b>	<b>3.67m</b>

### 2019 value of visitor overnight stays to the SA economy

	<i>holidays friends and relatives</i>	<i>business and all other visits</i>	
2018	<b>\$3.33bn</b>	<b>\$1.71bn</b>	<i>Domestic</i>
2019	<b>\$0.45bn</b>	<b>\$0.67bn</b>	<i>International</i>

## EMPLOYMENT

<b>18.0%</b>	<i>Public administration and safety</i>	<b>7.3%</b>	<b>7.1%</b>
<b>14.4%</b>	<i>Health care and social assistance</i>	<b>14.5%</b>	<b>4.6%</b>
<b>13.2%</b>	<i>Prof. scientific and technical services</i>	<b>5.9%</b>	<b>25.6%</b>
<b>8.5%</b>	<i>Financial and insurance services</i>	<b>2.9%</b>	<b>17.2%</b>
<b>8.4%</b>	<i>Education and training</i>	<b>8.6%</b>	<b>4.9%</b>
<b>7.4%</b>	<i>Accommodation and food services</i>	<b>6.7%</b>	<b>6.3%</b>
<b>2.4%</b>	<i>Arts and recreation services</i>	<b>1.4%</b>	<b>2.3%</b>
CoA		SA	Sydney

# SPENDING IN THE CITY

*\*SpendMapp, Year to End August 2019*

**\$239.1m** Resident spending in the City

**\$308.6m** Resident spending outside the City

**\$215.8m** Resident spending online

**\$4.33bn** Visitor spending in the City

**\$4.58bn** Total spending in the City

## CITY DEVELOPMENTS

Cranes on the skyline is an indicator of development activity in cities. From Q1 2019 to Q3 2019 **cranes in Adelaide increased from 17 to 19 with eight being added** and six being removed. In the same period Melbourne's total crane count decreased by nine from 222 to 213 and Sydney's crane count increased by nine from 310 to 319.

### Sources:

SpendMapp; RBL Crane Index Q3 2019

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# culture

## culture data sources:

- + CoA Creative and Cultural Vitality Dashboard
- + Festivals Adelaide
- + Australia Council for the Arts
- + Annual Reports from major institutions
- + SA Tourism Commission
- + Live Music Australia data on ticket sales and economic value of the sector
- + Events and festivals attendance estimates
- + ABS data collections around attendance at cultural venues and events and participation in arts and culture
- + Screen Australia



## What is the **economic impact** of Festivals Adelaide?

*(11 Major Festivals)*

**\$109.1m**

into the Economy  
*27.2% increase from 2017*

**1025**

FTE jobs

## How many people **attended festivals** and events?

**6.77m**

2019  
*17% increase from 2015*

**5.62m**

2015

# FESTIVALS AND EVENTS

2019

event name	economic impact	interstate and overseas attendees
Santos Tour Down Under	<b>\$70.7m</b>	<b>48,000</b>
Superloop Adelaide 500	<b>\$45.9m</b>	<b>15,200</b>
Tasting Australia	-	<b>11,377</b>
WOMADelaide	<b>\$18.3m</b>	<b>11,508</b>

# ATTENDANCES

2018/19

941,488

AFL home and away at Adelaide Oval

759,316

South Australian Museum\*

730,872

Art Gallery of South Australia\*

494,525

City of Adelaide Libraries

482,746

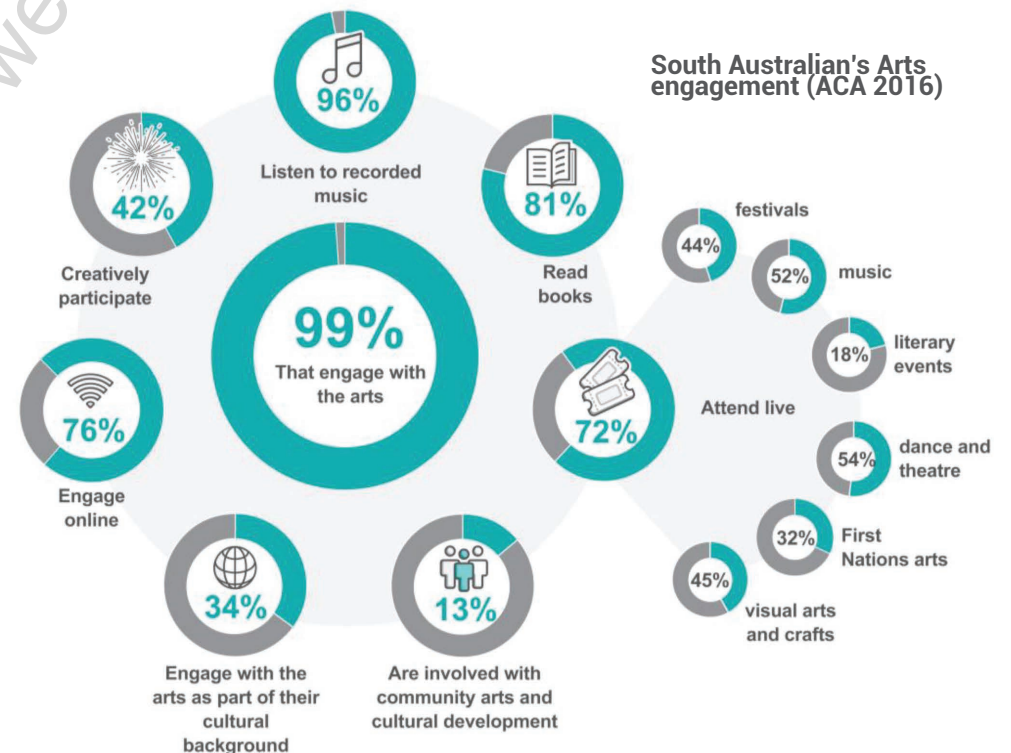
State Library of South Australia\*

\*attendances are counted as onsite visitations

# LIVE MUSIC

Since becoming a UNESCO City of Music in 2015 Live Music gigs in SA have increased from 962 to 1,523 (2018) and participating venues have grown from 157 to 309 (2018), with the majority of gigs in the City of Adelaide. South Australia's music scene contributed \$375 million to the economy in 2015/16, and the music industry generates employment of 6,300 South Australians.

# ENGAGEMENT



# environment

## environment data sources:

- + CoA Community and Corporation Carbon Inventories
- + Heatwatch data
- + CoA Waste audits
- + CoA Water use data
- + Rainfall and temperature records
- + CoA Green canopy assessments

## WASTE

**53%** diverted from landfill  
**47%** goes to landfill  
**of this....**  
**61%** *could have been recovered*

## WEATHER

**20.9** average days over 35 degrees  
**27** 2030 - projected days over 35  
**however...**  
**38** 2019 - actual days over 35!

## GREEN CANOPY

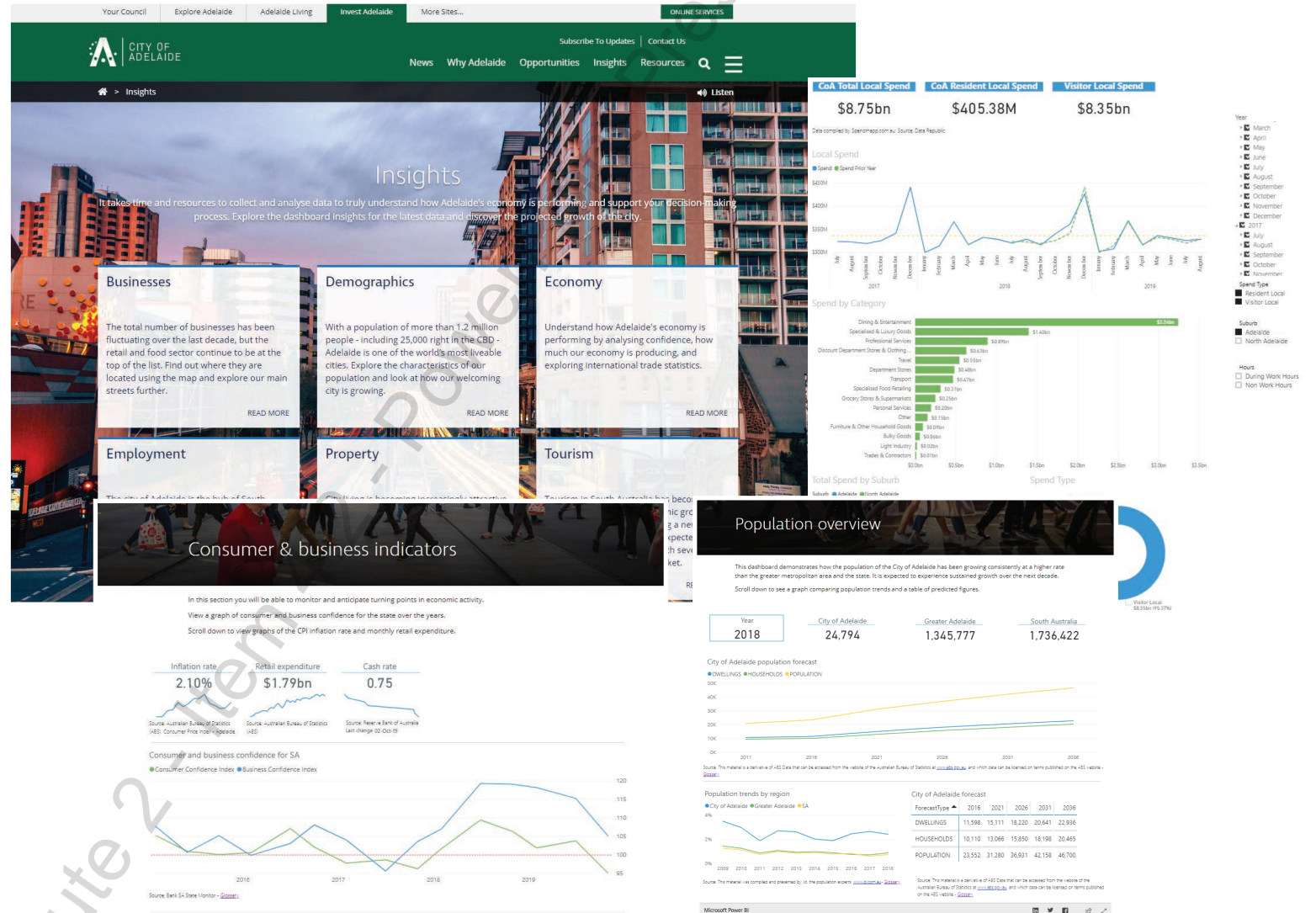
North Adelaide coverage		Adelaide coverage	
<b>28.2%</b>	<b>40%</b>	<b>14.3%</b>	<b>25%</b>
2018	2040 target	2018	2040 target



presentation

## ECONOMIC DASHBOARD

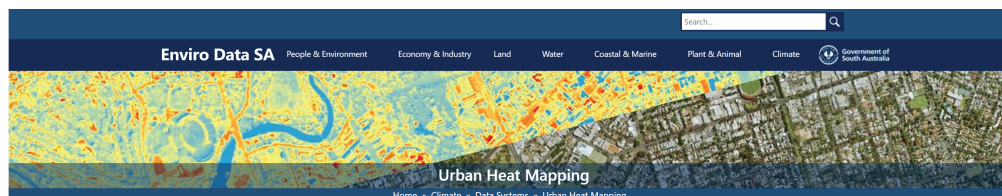
www.investadelaide.com.au





# HEAT MAPPING

<https://data.environment.sa.gov.au/Climate/Data-Systems/Urban-Heat-Mapping/Pages/default.aspx>



Launch Map Viewer

Quick Start Guide

#### Related links

- Resilient South Urban Heat Website
- Resilient South Urban Heat Mapping Report

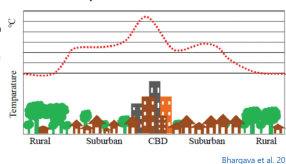
#### Urban Heat Mapping of Adelaide Metropolitan Area

The severity of heat experienced in cities during hot weather varies across the urban landscape. In particular, areas with a larger thermal mass of non-climate-sensitive structures, such as concrete or bitumen, result in higher surface temperatures compared to parklands or vegetated areas.

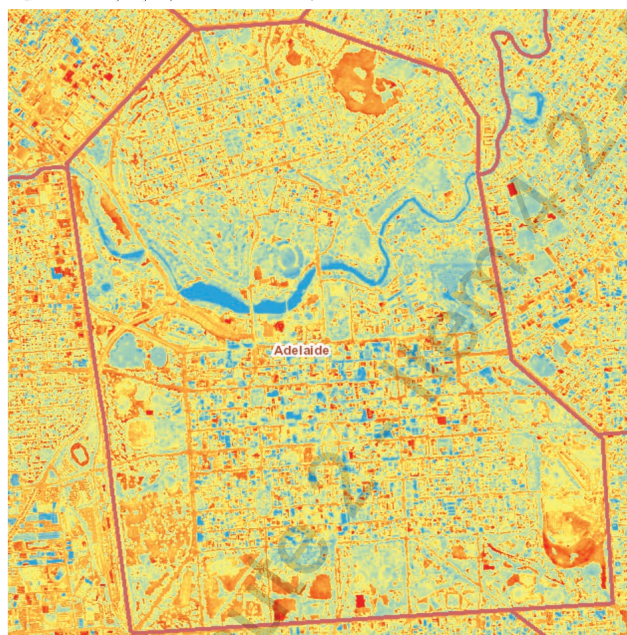
The Urban Heat Mapping Viewer enables the high-resolution surface temperature data for the Adelaide metropolitan area, a product of three separate studies, commissioned by the four state government climate change policies of Resilient South, Adapt West, Resilient East and Adapting Northern Adelaide.

Heat mapping can be used to:

- assess urban infrastructure choices affect the temperature characteristics and extents of urban heat islands,
- identify activities to mitigate high temperatures in the urban environment, and



Bhargava et al. 2017



publicly available  
tools and websites

- + **City of Adelaide**  
(Economy, Wellbeing, Park Lands and general data)  
<https://www.cityofadelaide.com.au/about-adelaide/research-statistics/>
- + **Economy ID**  
<https://economy.id.com.au/adelaide>
- + **Community Profile (ID)**  
<https://profile.id.com.au/adelaide>
- + **Population Forecasts**  
<https://forecast.id.com.au/adelaide>
- + **Australian Bureau of Statistics**  
<https://www.abs.gov.au/>



# did you know?

**Test your knowledge on the questions below.**

Were there any gaps?

What themes / information could be explored to further support evidence based decision making at the City of Adelaide?

**What is the language most commonly spoken at home other than English?**

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**What proportion of our younger (18-39) residents are active everyday?**

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**What is the fourth largest employing industry?**

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**What is the largest international source market for tourists?**

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**How much waste is diverted from landfill?**

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**How many days over 35 degrees did Adelaide experience in 2019?**

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# FINALISING THE CITY OF ADELAIDE 2020-2024 STRATEGIC PLAN

## Workshop Purpose:

To finalise the structure, vision and supporting principles for the City of Adelaide  
2020-2024 Strategic Plan

**TEAM: STRATEGY, PLANNING AND PARTNERSHIPS**

AUTHOR: Sue Rudall | APPROVING OFFICER: Clare Mockler

The Committee Meeting - Minutes - 18 February 2020

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# CITY OF ADELAIDE 2020 - 2024 STRATEGIC PLAN

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Committee Workshop  
18 FEBRUARY 2020

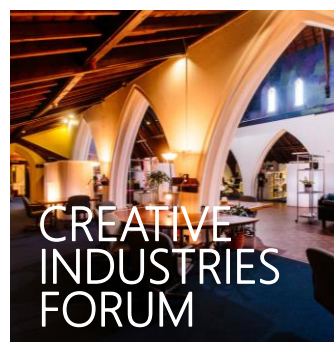
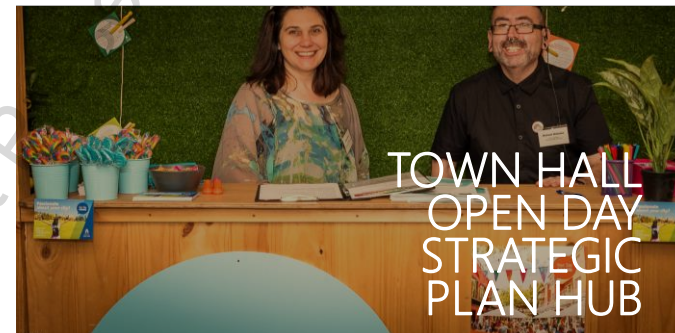
The Committee Meeting - Minutes - 18 February 2020



Adelaide. Designed for Life.

# Our journey

- Elected Member engagement to ascertain priorities and future themes started in July 2019
- Formal consultation occurred across two stages from 11 September to 16 December 2019
  - **Stage 1:** Imagining future Adelaide across draft themes and priorities
  - **Stage 2:** Draft Plan released
- Interactions with over 3,000 people across several events, forums and meetings, social media and online (YourSay)
  - Over 300 hard copy feedback and postcard forms received
  - Over 100 online and in-person comments informally received
- We received positive feedback on the high level direction of the draft City of Adelaide 2020-2024 Strategic Plan



# Structure of the Plan



Our Guiding Principles that underpin everything we do			
• Community benefit		• Accessible participation	
• Embracing innovation		• Being accountable	

Community Outcomes – what we want to achieve together			
<b>Thriving Communities</b> <ul style="list-style-type: none"> <li>• Healthy and resilient communities</li> <li>• Safe and welcoming community spaces</li> <li>• Well planned and inclusive residential population growth</li> <li>• Functional zero homelessness</li> <li>• A safe, affordable, accessible, well-connected city for everyone, and all transport modes</li> <li>• Increase community use of and access to the Adelaide Park Lands</li> </ul>	<b>Strong Economies</b> <ul style="list-style-type: none"> <li>• The lowest-cost capital city with the least red tape</li> <li>• Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation</li> <li>• Attraction and retention of a broad range of businesses and investment</li> <li>• Be a test bed for innovation in diverse industries</li> <li>• Main streets, activated for economic growth</li> </ul>	<b>Dynamic City Culture</b> <ul style="list-style-type: none"> <li>• Aboriginal people and culture strongly represented in city life</li> <li>• Beautiful, surprising places</li> <li>• Global connections and collaborations</li> <li>• Celebration of diverse community, culture and creativity</li> <li>• New cultural infrastructure</li> <li>• Protection, preservation and promotion of our unique built, natural and cultural heritage</li> </ul>	<b>Environmental Leadership</b> <ul style="list-style-type: none"> <li>• A city where sustainability is core</li> <li>• A transition to low carbon and circular economies</li> <li>• Enhanced greening and biodiversity</li> <li>• A climate ready organisation and community</li> <li>• Integrated and sustainable development</li> </ul>

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

Enabling Priorities to continually improve our governance and maximise community benefit	
• Bold leadership and strategic partnerships to meet challenges and take up new opportunities	
• A cohesive and integrated set of strategies and plans to deliver community outcomes	
• Decision-making based on data and evidence	
• Robust financial management	• New efficiencies and revenue streams
• Share and celebrate what we do	

Key Strategies and Plans giving effect to Council's strategic direction	
<b>Long Term Plans and Annual Plan</b> <ul style="list-style-type: none"> <li>• Long Term Financial Plan (10 years)</li> <li>• Infrastructure and Asset Management Plans (10 Years)</li> <li>• City Plan (currently in development)</li> <li>• Delivery Plan (4 years) (currently in development)</li> <li>• Annual Business Plan and Budget</li> </ul>	<b>Monitoring and reporting on progress</b> <ul style="list-style-type: none"> <li>• Strategic Plan reporting to Council</li> <li>• Annual report</li> <li>• City User Profile Survey (annual)</li> <li>• Resident and Business Surveys (periodic)</li> </ul>

- The summary 'Strategic Plan on a Page' (Link 1) has been streamlined and clarified to aid understanding of Council's plans for the next four years
- Key Actions are now aligned under the four Community Outcomes Council wants to achieve
- Key Actions (Link 3) are not included in the summary 'Strategic Plan on a Page'. Instead they will be included in the:
  - Four Year Delivery Plan which is currently being developed and will set out how each Key Action will be achieved
  - Long Form Plan ('traditional' format) which is currently being developed

# Key Actions – 4 Year

THRIVING COMMUNITIES	STRONG ECONOMIES	DYNAMIC CITY CULTURE
<ul style="list-style-type: none"> <li>1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences</li> <li>1.02 Build and be guided by the Wellbeing Dashboard</li> <li>1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness</li> <li>1.04 Develop diverse places and facilities with and for young people</li> <li>1.05 Support health and housing for vulnerable people and young people</li> <li>1.06 Support volunteerism</li> <li>1.07 Develop plans to improve mobility and physical and digital access and connectedness</li> <li>1.08 Complete North-South and East-West city bikeways</li> <li>1.09 Pursue affordable, reliable links to airports, regions and suburbs</li> <li>1.10 Support delivery of welcoming civic infrastructure and third spaces to foster community connections (<i>new</i>)</li> </ul>	<ul style="list-style-type: none"> <li>2.01 Develop 88 O'Connell Street</li> <li>2.02 Establish a Smart Visitor Experience Centre</li> <li>2.03 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate</li> <li>2.04 Reduce and streamline Council policies, permits and fees</li> <li>2.05 Support and develop diverse creative and social industry sectors</li> <li>2.06 Develop spatial plans to support future growth in the city</li> <li>2.07 Facilitate creative ventures in underutilised city buildings</li> <li>2.08 Activate main streets and develop unique precincts to support a diverse range of businesses and communities</li> <li>2.09 Work with the State and Federal Governments to future proof infrastructure for emerging modes of movement and transport, and trial smart, sustainable forms of public transport</li> <li>2.11 Expand Adelaide's global reputation as a 'magnet city' through world class events, festivals and activation (<i>new</i>)</li> </ul>	<ul style="list-style-type: none"> <li>3.01 Support, promote and share Aboriginal and Kaurna culture</li> <li>3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout</li> <li>3.03 Encourage smart, creative, adaptive reuse of heritage assets</li> <li>3.04 Deliver heritage incentives and promotions</li> <li>3.05 Redevelop Adelaide Central Market Arcade and surrounds</li> <li>3.06 Support development of new cultural infrastructure for the city</li> <li>3.07 Upgrade major recreational facilities</li> <li>3.08 Develop asset management plans to provide for future generations</li> <li>3.09 Deliver diverse parks and playspaces</li> <li>3.10 Increase public art throughout the city in collaboration with the private sector</li> <li>3.11 Support cultural expression, experiences and participation</li> </ul>

**Legend** (previous iteration outcomes):

(pink) Thriving Communities

(yellow) Beautiful, Surprising Places

(green) Environmental Leadership

(blue) Strong Economies

(orange) Connected and Accessible (merged across multiple outcomes)

(purple) Excellent Governance (now Enabling Priorities)

# Key Actions – 4 Year

## ENVIRONMENTAL LEADERSHIP

- 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces
- 4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy
- 4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and climate ready
- 4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
- 4.05 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.06 Achieve carbon neutral certification for City of Adelaide operations
- 4.07 Encourage all CBD businesses to be green accredited

## ENABLING PRIORITIES

- 5.01 Review and improve the way we collect and present data to share insights with the community
- 5.02 Demonstrate leadership in the Local Government Sector and build on effective advocacy and partnerships
- 5.03 Implement the Strategic Property Review
- 5.04 Explore new revenue opportunities for Council operations
- 5.05 Review Council services to balance efficiencies with meeting community expectations
- 5.06 Implement Sustainable (financial, environmental, social) Procurement Policy
- 5.07 Implement new approaches to engaging the community in Council decision-making

### Legend (previous iteration outcomes):

- (pink) Thriving Communities
- (yellow) Beautiful, Surprising Places
- (green) Environmental Leadership
- (blue) Strong Economies
- (orange) Connected and Accessible (merged across multiple outcomes)
- (purple) Excellent Governance (now Enabling Priorities)



# Feedback on the Vision

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Provide your feedback on the Vision:  
**[pollev.com/cityofadelaide](https://pollev.com/cityofadelaide)**

Tonight you are asked to indicate your preference for the original draft vision or an alternative vision, based on what we heard from community engagement:

*Adelaide: the most liveable city in the world.*

OR

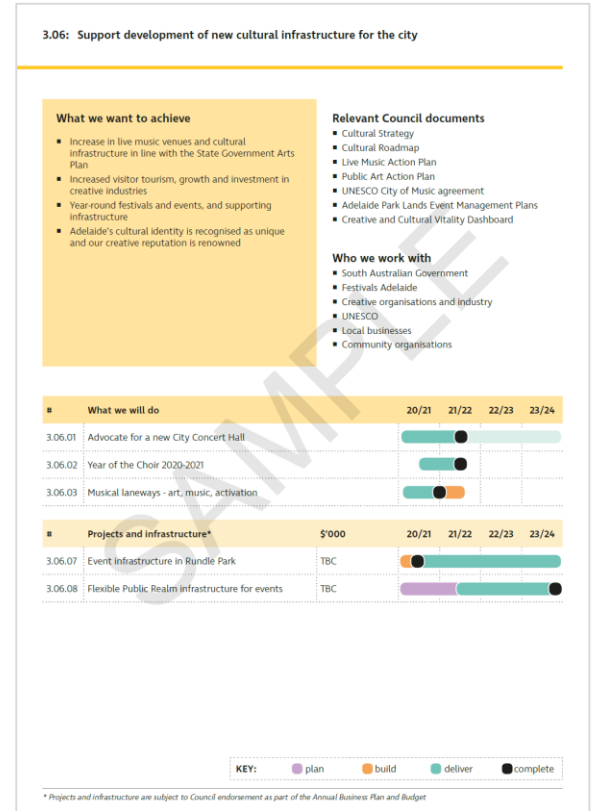
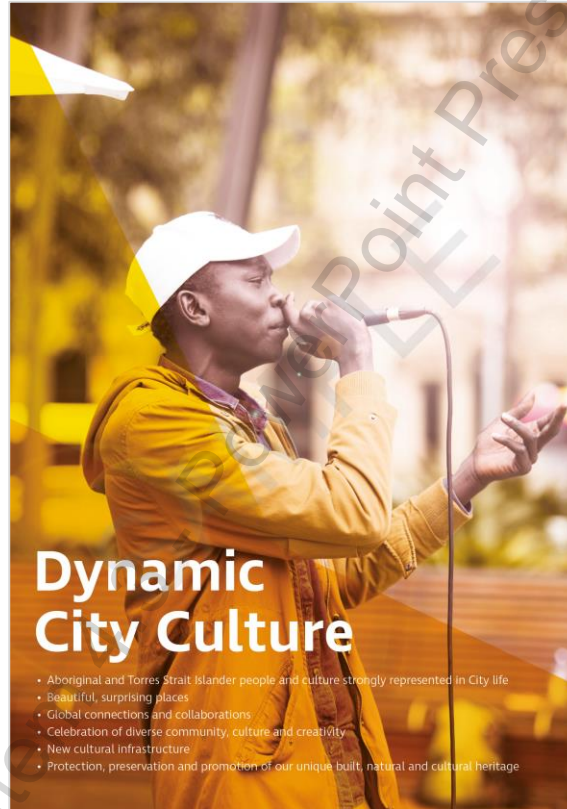
*Adelaide: dynamic, creative and uniquely beautiful.  
A city in the Park Lands, full of opportunity.*

# Next Steps

- Finalise draft Strategic Plan on a Page and Key Actions to be endorsed by Council in March 2020

*This timing will allow the Summary Strategic Plan content to inform and build the 2020-21 Business Plan and Budget*

- Four Year Delivery Plan (Link 2) is currently being developed for Council endorsement in May 2020, integrating new ideas we've heard from you and the community
- Strategic Plan, Four Year Delivery Plan and Business Plan and Budget to be implemented from 1 July 2020
- Opportunity to launch the Plan and share it with the community through e.g. events, summits and fora, rates notices, media and social media in mid-2020



## Example of Delivery Plan detailing Key Actions

*Each Key Action to include what we want to achieve, what we will do to achieve it, linked projects and infrastructure, and identify relevant services, who we will work with, and other relevant commitments and documents.*