



THE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday 3 March 2020
at 5:30 pm

in the Colonel Light Room
Adelaide Town Hall

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

1. Acknowledgement of Country

At the opening of the Committee Meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kaurna 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 Kaurna people living today.

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

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes – 25/2/2020 [TC]

That the Minutes of the meeting of The Committee held on 25 February 2020, be taken as read and be confirmed as an accurate record of proceedings.

4. All reports in this section will be presented to Council

All reports in this section will be presented to Council on 10 March 2020 for consideration and determination

Strategic Alignment – Smart

4.1. Temporary Use of Public Space Policy [2018/00975] [Page 3]

Strategic Alignment – Creative

4.2. Honouring Female Leaders in the City of Adelaide [2009/00789] [Page 16]

4.3. Atmospheric Lighting in O'Connell Street and Melbourne Street [2018/04331] [Page 20]

4.4. Kaurna Community Hub in the Adelaide Park Lands [2018/03395] [Page 30]

4.5. Reimagining New Year's Eve [2020/0158] [Page 35]

Strategic Alignment – Corporate Activities

4.6. City of Adelaide Aboriginal & Torres Strait Islander Employment [2016/02563] [Page 42]

4.7. Strategic Plan Progress Report - Quarter 2 2019-20 [2017/00570] [Page 46]

4.8. City of Adelaide 2020-2024 Strategic Plan [2018/04518] [Page 88]

5. Exclusion of the Public

5.1. Exclusion of the Public to Consider in Confidence [2018/04291] [Page 98]:

6.1. Strategic Leasing Matter [s 90(3) (d)]

6. All reports in this section will be presented to Council in Confidence

All reports in this section will be presented to Council on 10 March 2020 for consideration and determination

Strategic Alignment – Liveable

6.1. Strategic Leasing Matter [2001/04096-3] [Page 101]

7. Closure

Temporary Use of Public Space Policy

ITEM 4.1 03/03/2020
The Committee

2018/00975
 Public

Program Contact:
 Vanessa Godden, AD Customer &
 People 8203 7156

Approving Officer:
 Clare Mockler, Deputy CEO &
 Director Culture

EXECUTIVE SUMMARY

We continue to make significant progress in the simplification and consolidation of our permit policy framework to reduce red tape and improve customer experiences. This report marks a significant step in the broader review by presenting the Temporary Use of Public Space Policy for Council's adoption.

Following public consultation, we are confident that the guiding principles presented in the policy provide a clear framework for consistent public space activation that supports Council's strategic plan.

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The following recommendation will be presented to Council on 10/03/2020 for consideration.

That Council:

1. Notes the public consultation on the Temporary Use of Public Space Policy was open for a period of four weeks and a summary is provided in Attachment A to Item # on the Agenda for the meeting of the Council held on 10 March 2020.
 2. Adopts the Temporary Use of Public Space Policy as presented in Attachment B to Item # on the Agenda for the meeting of the Council held on 10 March 2020 and, as a result rescinds the Objects on Footpaths Policy (2006) and the Street Permits Policy (2013).
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment – Smart
Policy	Temporary Use of Public Space Policy to be approved by Council, which will result in the rescinding of the Objects on Footpath and Street Permit Policies.
Consultation	Public consultation on the Temporary Use of Public Space Policy has concluded and a summary report is provided in Attachment A of the report.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The report presents opportunities to consolidate, streamline and align the policy framework for permits, allowing for a better customer experience and improved administration.
19/20 Budget Allocation	Within General Operating Budget
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	To be completed within 2019/2020
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. At its 10 December 2019 meeting, Council resolved that Council:
 - 1.1. *Adopts the draft temporary use of public space policy, Attachment A to Item 5.1 on the Agenda for the meeting of The Committee held on 26 November 2019, for Public Consultation, with the addition of a revised Guiding Principle 1 – Public Good.*

“Public space is a valuable asset. We have a responsibility in the management of the public space within the City of Adelaide to ensure fair and equitable access and that it is used for the public good”.
 - 1.2. *Notes that the results of the Public Consultation and the Draft Temporary Use of Public Space Policy will be brought back to Council for adoption in March 2020.*
2. The draft Temporary Use of Public Space Policy was updated to include a new guiding principle for Public Good as per the 10 December 2019 Council decision.
3. The draft policy now provides Council’s eight guiding principles for the temporary use and activation of public spaces. Once adopted, the current [Objects on Footpath](#) and [Street Permit](#) policies will be obsolete.
4. Public consultation on the draft policy was open for a period of four weeks from Friday 17th January 2020 until Friday 14th February 2020. A summary of the public consultation and feedback received can be viewed in **Attachment A**.
5. A range of methods including email, newsletters, flyer drops direct to businesses and face to face engagement were used to reach the City’s business community, as well as stakeholders with interests in accessibility and activation.
6. Over the four-week period 122 people viewed the YourSay Consultation page, of those people, 77 were informed of the consultation by downloading the policy and/or reading supporting information, and 12 people engaged with us by completing the feedback survey.
7. Feedback received during the consultation process suggests that the community generally supports the approach we are taking with the proposed guiding principles and policy and did not, therefore, result in changes to the draft policy. We will, however, consider the specific feedback when we review the relevant operating guidelines.
8. Feedback received internally during the consultation resulted in the following changes:
 - 8.1. Insertion of a specific exclusion to leases and licenses as defined in the Adelaide Park Lands Leasing and Licensing Policy, or events as defined in the Adelaide Park Lands Event Management Plan.
9. Feedback was also sought from our Access and Inclusion Panel which resulted in an amendment to guiding principle ‘4. Accessibility’. The amended guiding principle has been changed to:

9.1. Access and Inclusion

We will advocate for the accessibility, inclusivity and amenity of public spaces. We are committed to making the City a welcoming and inclusive place for all people to enjoy, and we are continually working toward demonstrating best practice in access and inclusion planning which includes use of public spaces and removing barriers to participation for all people.
10. Following the consultation period, a finalised policy is provided in **Attachment B** for Council’s adoption.
11. The Temporary Use of Public Space Policy sets the foundation for the broader review and simplification of permits.
12. Once the Temporary Use of Public Space policy is approved, a review of all the relevant operating guidelines can be finalised to consolidate and align the requirements and conditions of public space activation with the policy.
13. In addition to the policy framework, a complete review of the permit fee schedule is currently underway and will be brought back to The Committee in the near future.
14. The 26 November 2019 Committee report (Link 1 view [here](#)) also sought to update Council about the progress being made to improve customer experiences and reduce red tape when applying for permits.
 - 14.1. We continue to seek, measure and respond to customer feedback on ways we can improve our services.
 - 14.2. All permit applications are now able to be submitted through online forms.
 - 14.3. We are continuing to identify and investigate self-serve or ‘no permit required’ options by considering risk assessments and options within Council’s By-Laws.

- 14.4. We are continuing to look at our engagement and service to businesses and have identified opportunities to enhance and digitalise our business support and advisory services. Once developed this will further enhance the information and experience we provide to our business community when they require permits.

Next Steps

15. Following Council's adoption of the Temporary use of Public Space Policy, the [Objects on Footpath](#) and [Street Permit](#) Policies will be obsolete.
16. A review of all relevant operating guidelines will be completed and shared with key internal and external stakeholders for feedback prior to being presented to the Executive for approval.
17. Permit categories and requirements will be consolidated and simplified further improving the ease of access of information for our customers.
18. A report will be brought back to The Committee proposing a new fee model for activities and objects relating to temporary use of public space permits.

DATA & SUPPORTING INFORMATION

Link 1 – Temporary Use of Public Space Policy Committee Report 26 November 2019

ATTACHMENTS

Attachment A – Public Consultation Summary Report

Attachment B - Temporary Use of Pubic Space Policy

- END OF REPORT -

Draft Temporary Use of Public Space Policy

Public Consultation Summary

Consultation Background

The City of Adelaide (CoA) is committed to improving customer experiences across all services. Each year we issue over 4000 permits to individuals, community groups, not-for-profits and businesses who want to use public space to activate the city and promote a range of social, cultural and commercial offerings.

We are implementing several key improvements to the way we facilitate permit approvals including the development of a new policy which provides guidance on the objects and activities that are permitted in public spaces on a temporary basis.

Draft Temporary Use of Public Space Policy

The CoA is committed to supporting the use and activation of public space that makes a positive contribution to the culture and amenity of the city.

The Temporary Use of Public Space Policy will replace both the Objects on Public Footpaths Policy (2006) and the Street Permits Policy (2013). It is based upon the following eight guiding principles:

- Public Good
- Economic Growth
- Creativity
- Accessibility
- Communication and Engagement
- Character and Identity
- Sustainable and Responsible
- Safe

The policy aims to provide greater clarity by informing customers about what Council supports in the temporary use of public space.

Consultation Overview

Public consultation was open on YourSay Adelaide for a period of four weeks from Friday 17 January 2020 to Friday 14 February 2020.

A range of methods were used to reach customers and key stakeholders:

- Flyers delivered to approximately 1400 ground floor City businesses in key business precincts including:
 - Rundle Mall, Rundle Street, Hindley Street, Hutt Street, Pirie Street, Waymouth Street, Gouger Street, Peel Street, Leigh Street, Ebenezer Place, King William Street (between Victoria Square and North Terrace, O'Connell Street and Melbourne Street.
- Direct engagement with the CoA Access and Inclusion Advisory Panel.

- Email direct to recent permit holders.
- Social Media posts on CoA's LinkedIn page.
- Links to the consultation on all CoA business permits webpages.
- Consultation packs available in our Customer Centre, Libraries and Community Centres.
- Distributed through our engagement newsletter.
- Distributed through internal networks.

Engagement and Feedback Summary

122 people were **aware** visitors. These are unique people that visited the webpage on YourSay Adelaide.

77 people were **informed** visitors. These are people who have taken some action to learn more about the project by browsing through information (e.g. they downloaded supporting documents, browsed through FAQs, etc.).

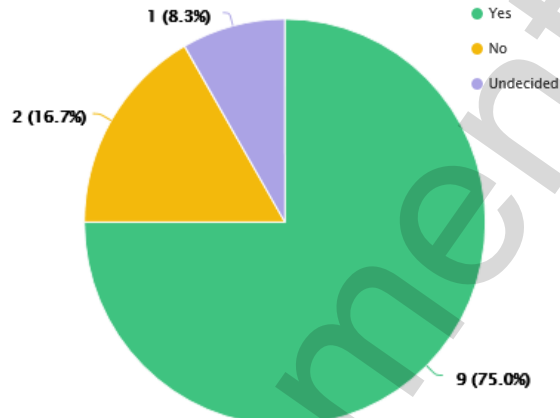
12 people were **engaged** visitors. These are people who have submitted feedback through the online engagement tools (e.g. they completed a feedback form).



Of the 12 responses:

Q.1. Do you support the eight proposed guiding principles in the draft Temporary Use of Public Space Policy?

- Yes – 9 (75%)
- Undecided – 1 (8%)
- No – 2 (17%)



Of the responses that were in support of the guiding principles (75%), the following feedback was received:

- *Most important to me is accessibility. This is public space. It should always be accessible to the public. With temporary uses there should be no high fencing, just low fencing to mark licensed areas and public areas should always be that - accessible to the public - whatever the temporary use.*
- *Preferred location is also an important principle. That is, the question should always be asked if the open space location (proposed for temporary use) is the most appropriate location.*
- *Just make it easier for people to do things on the street. If things are easy for people to implement them, then they will do things. If they jump through a million hoops, paperwork and fees then people stop before giving something a go. Create a city where people are free to try things.*

When asked for any other feedback on the draft Temporary Use of Public Space Policy or any of the permits and activities it covers, the following feedback was received:

- *I support the Adelaide Railway Station being excluded from badge days and money collection locations. I hope I read it correctly in that it was excluded which therefore means these things activities cannot take place there in the future. It currently occurs, and it's uncomfortable to be in the midst of a commute and get harassed for money so frequently.*
- *just that it should be an inclusive activity catering for all*
- *I am against the use of Victoria Park for the Clipsal Superloop 500, which ACC justifies in terms of economic benefit. The five month process of establishing to removing facilities has a very high cost (compared to using Tailem Bend), social impact (such as closing park areas and pathways), and environmental impact (including noise, dust, exhaust pollution, rubbish, and discarded plastics [such as plastic ties used for fencing]). I would dearly like to see a cost/benefit/impact assessment undertaken,*

which compares the Adelaide Park venue and Tailem Bend. I expect Tailem Bend venue would win 'hands down'.

- *Please maintain out-door dining along King William Street from South Terrace to North Terrace. It helps bring life to a street that is otherwise overwhelmed by vehicle traffic and is vital for the survival of any food retail businesses.*
- *No private business should be able to have exclusive use of public spaces for the purpose of their business. A business should not be able to install permanent furniture on public spaces.*
- *Guidelines should specify the priority of pedestrians so that movement and enjoyment in public spaces is unhindered.*

Of the responses that were unsupportive or undecided about the guiding principles (25%), the following feedback was received:

- *I am unconvinced that 'economic growth' is an honest criterion. It may put money into certain pockets but very little flows through more broadly, a notable proportion disappears straight out of South Australia, and, importantly, the cost of these activities to much of the community is not including in the reckoning: delays through road closures, extra petrol, and so on. And it is time that environmental factors had a greater weight in the equation. Too much of the reckoning is dishonest.*
- *Council appears to have focussed on why it should say YES to things. Instead, Council should say YES by default except for clear ideas about what it WILL NOT support. This gives more room for new ideas and creative thinking by individuals and businesses. If the default position is YES, then people will be encouraged to push the envelope and be innovative about street use. It will also speed up the process of approvals since it will be clearer for Council staff as to whether a given proposal contravenes any of the non-negotiable items. It also makes it easier to apply since proponents will not have to justify themselves to Council's own criteria.*
- *'Motherhood statements' is the term that springs to mind when reading 'guiding principles'. The language allows for many interpretations, as it usually is intended to. For example, one person's 'public good' is another person's anathema. Future tests against 'guiding principles' will come down in favour of the most powerful in terms of money, numbers and/or influence.*

When asked for any other feedback on the draft Temporary Use of Public Space Policy or any of the permits and activities it covers, the following feedback was received:

- *I had contact with this policy on behalf of a client about two years ago. My client wanted to conduct her business on the footpath outside her leased shopfront. This business was neither retail nor dining. So*

Council could not fit it into one of the categories, so the response from Council was effectively 'computer says no'. This is why Council should have a default YES position subject to the spectrum of non-negotiable provisions (clear footpath widths, not obstructing sightlines, do no harm etc).

Feedback received from City of Adelaide's Access and Inclusion Advisory Panel:

The Access and Inclusion Advisory Panel generally supports the principles outlined in the draft Temporary Use of Public Space Policy. In particular, "1. Public Good" is important to ensuring that any application is considered in terms of equity and the preservation of the principle that the public realm is for everyone.

Additionally, "4. Accessibility" goes some way to highlighting the importance of considering access and inclusion. However we would want to see this wording strengthened to more specifically acknowledge the role Council has in ensuring that barriers to participation for people with disability or who are ageing or frail aged are removed, and specifically that approved activities on street don't create additional barriers. Therefore, more appropriate wording could be, "We are continually working toward demonstrating best practice in access and inclusion planning, to ensure barriers to participation for people with disability or who are ageing or frail aged are removed".

This more accurately reflects the intent of the Disability Access and Inclusion Plan 2019-2022 which includes, "Outcome 1.1 Pedestrian paths of travel provide consistency, ease and independence for all users", and "Action 1.1.11 City of Adelaide works with city businesses and users to encourage and regulate clear paths of travel for pedestrians".

The Advisory Panel has previously expressed concern about a range of on street activities that impact their ability to safely use the public realm, this includes sandwich boards/A Frames, outdoor dining furniture that impacts on clear paths of travel, poorly managed temporary building works and changes to allowed on street activities such as allowing cycling and E-Scooters on footpaths.

The culmination of these changes is increasingly impacting on people's lived and perceived sense of safety, and therefore their confidence in using city streets. The Advisory Panel is keen to work through the detail to be included in the related Operating Guidelines.

TEMPORARY USE OF PUBLIC SPACE POLICY

Date and by whom this document was adopted

legislative / non-legislative

PURPOSE

This Policy provides guidance about how public space can be used and activated for both community and business purposes.

Council recognises the vital contribution our community make in helping to meet our Strategic Plan objectives of being a Smart, Green, Liveable and Creative City. Council also acknowledges the ability to use public space has a significant social, cultural and economic value to our community. This is balanced with our need to provide a quality City environment, which showcases a high degree of economic vitality, creativity, accessibility, equity, amenity, presentation and safety.

Use of public space is guided by principles that aim to harness the character and liveability of the City of Adelaide. These principles demonstrate Council's commitment to enabling our community and economy to grow both sustainably and creatively. Council recognises that there is a balance to be achieved in supporting innovative ideas, activations and City development, whilst maintaining the accessibility and flow of movement throughout the City.

This Policy applies to activities and objects in public spaces that are temporary and removable. Council issues permits and approvals for the use of public space within this Policy under Sections 200, 221 & 222 of the Local Government Act. The legislative provisions and Council's guiding principles are then implemented through guidelines defining more specific requirements which will help our community to plan activities. Activities and objects covered by this policy can be found in the relevant guidelines.

This policy does not apply to leases and licenses as defined in the Adelaide Park Lands Leasing and Licensing Policy, or events as defined in the Adelaide Park Lands Event Management Plan.

STATEMENT

Guiding Principles

1. Public Good

Public space is a valuable asset. We have a responsibility in the management of the public space within the City of Adelaide to ensure fair and equitable access and that it is used for the public good.

2. Economic Growth

We will enable our business community to explore new ways to grow and prosper. We encourage businesses to think of new and innovative ways to activate public spaces. We

want to see our economy growing and thriving in a sustainable way that provides consumer choice and makes a positive contribution to our City.

3. Creativity

We will support creative activation that promotes social, cultural and economic growth and diversity. We recognise public spaces are an important source of cultural significance, connection, relaxation, health, wellbeing and entertainment. Use of public space should make a positive contribution to the local community and support a sense of belonging, diversity and ambience.

4. Access and Inclusion

We will advocate for the accessibility, inclusivity and amenity of public spaces. We are committed to making the City a welcoming and inclusive place for all people to enjoy, and we are continually working toward demonstrating best practice in access and inclusion planning which includes use of public spaces and removing barriers to participation for all people.

5. Communication and Engagement

Our role is to be a facilitator and enable use of the public space. We will consider the needs of all stakeholders and ensure that disruption is minimised wherever possible. We expect our community to do the same, to be good neighbours, consult with each other when required, and consider the impacts of their activities to those who may be affected by them.

6. Character and Identity

Use of public space should complement and strengthen the character and identity of the City. Activities and objects in public spaces should be fit for purpose, sustainable, suitable to the area and enhance the user experience of our City.

7. Sustainable and Responsible

We will manage the use of Council assets to promote sustainable and responsible use of public infrastructure. Activities and objects should result in little to no impact to footpaths, roads and Park Lands. Temporary use of public space requires the space to be returned and if required remediated back to its original condition once the activation is finished.

8. Safe

We will uphold high safety standards that ensure a welcoming and safe City for everyone. We believe everyone should be able to enjoy the City's offerings with confidence and assurance in their surroundings.

OTHER USEFUL DOCUMENTS

Related documents

- **Outdoor Dining Guidelines**
- **City Works Guides**
- **Mobile Food Vending Guidelines**
- **Objects on Footpath Operating Guidelines**
- **Street Permit Operating Guidelines**
- **Media Production Operating Guidelines**
- **Street Parade and Marches Operating Guidelines**
- **Street Trading Operating Guidelines**
- **Badge Days Operating Guidelines**
- **Collection of Monies Operating Guidelines**

- Adelaide Design Manual
- City of Adelaide Disability Access and Inclusion Plan 2019-2022
- City of Adelaide Strategic Plan 2016-2020
- Health/Fitness Groups and Personal Trainers Application Information and Operating Guidelines
- Liquor Licencing Policy
- Live Music Action Plan 2017–2020
- Safer City Policy 2019-2023
- Smart Move Transport and Movement Strategy 2012-2022

Relevant legislation

- Adelaide (City) Development Plan 2019
- Australian Standards
- City of Adelaide Act 1998
- City of Adelaide By-Laws
- Disability Discrimination Act 1992
- Food Act 2001/ Food Safety Standards/ Food Regulations 2017
- Liquor Licensing (Liquor Review) Amendment Act 2017, The General Code of Practice & Late-Night Code of Practice
- Local Nuisance & Litter Control Act 2016/ Regs 2017
- Planning, Development and Infrastructure Act 2016
- Public Assemblies Act 1972
- Road Traffic Act 1961
- The Local Government Act 1999: Sec 200, 221, Sec 222

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Activity: *the state of action; doing.*

Business Purposes: as defined in the Local Government Act 1999: *for the purposes of this Act, land may be used for a business purpose even if it is not intended to make a profit.*

Object: *something that may be perceived by the senses, especially by sight or touch; a visible or tangible thing.*

Public Space: see Public Place as defined in the Local Government Act 1999: *means a place (including a place on private land) to which the public has access, but does not include any part of a community parcel divided by a plan of community division under the Community Titles Act 1996;*

Removable: *capable of being removed.*

Temporary: *any part of a day, for a period up to but not exceeding 5 years.*

DOCUMENT NAME**ADMINISTRATIVE**

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every 4 years unless legislative or operational change occurs beforehand. The next review is required in 2024.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits

Contact:

For further information contact the Customer and People Program

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city@cityofadelaide.com.au

Honouring Female Leaders in the City of Adelaide

ITEM 4.2 03/03/2020
The Committee

2009/00789
Public

Program Contact:
Sonjoy Ghosh, Acting AD
Information Management 8203
7655

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

At its meeting on 28 January 2020, Council resolved:

1. Notes the lack of female leaders represented by the portraits of prominent South Australians in the Council Chamber.
2. Requests that the Administration undertake a review of the Civic Collection in relation to the representation of South Australian women and explores ways in which they can be given more prominence within the Council Chamber.
3. Requests that the Administration commission a portrait of the first female Lord Mayor in Australia, Wendy Chapman AM, to be hung in the Council Chamber.

Historically, the Council Chamber has minimal representation of female leaders through Civic Collection artworks and have primarily exemplified the contributions of males, who were of significance to the city and state since its inception. It is proposed to re-curate the Chamber to recognise and celebrate six prominent female leaders who have helped shape the city and state in significant and unique ways, by obtaining individual portrait paintings to hang on the walls of the Chamber, for inclusion into the Civic Collection.

To continue celebrating significant females in the future, a program for re-curation of the Chamber, should be introduced as an opportunity to further acknowledge more of the city's female leaders. This approach and the recommended female leaders were reviewed and supported by the Civic Recognition Working Group on 24 February 2020.

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The following recommendation will be presented to Council on 10 March 2020 for consideration

That Council:

1. Approves the development of an ongoing Civic Collection curation program in the Council Chamber, that facilitates the recognition and celebration of female leaders with historical significance to the State and City of Adelaide.
 2. Approves the commissioning of a female local artist to produce a framed portrait painting of Adelaide's first female Lord Mayor, Wendy Chapman AM.
 3. Approves the commissioning of a female local artist to produce framed portrait paintings of the following five female leaders (or for Administration to enter into long-term loan agreements for suitable existing portrait paintings)
 - 3.1 Dame Roma Mitchell AC, DBE, CVO, QC
 - 3.2 Aunty Shirley Peisley AM
 - 3.3 Mary Lee
 - 3.4 Catherine Helen Spence
 - 3.5 Ivarrityi
 4. Notes that the commissioning costs will be funded from the Public Art capital budget and that re-curation costs of up to \$15,000 over two years will be considered in the FY2020/21 and FY2021/22 budgets.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment – Creative
Policy	Not as a result of this report
Consultation	Consultation with the Culture and Lifelong Learning Team, Wellbeing City Team, State Library of South Australia and South Australia Museum.
Resource	The City Archives and Culture and Lifelong Learning Team will implement the recommendations of the report in close collaboration with the Wellbeing City Team, Heritage Team and Infrastructure Delivery Team.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	An opportunity exists to honour and celebrate women who have made a significant and unique contribution to the city and state throughout its history for the coming generations to appreciate.
19/20 Budget Allocation	It is estimated that approximately \$15,000 will be required to commission the Wendy Chapman portrait which will be funded from the Public Art capital budget.
Proposed 20/21 Budget Allocation	It is estimated that up to \$50,000 will be required to commission the additional five portraits which will be funded from the Public Art capital budget over FY2020/21 and FY2021/22. Re-curation costs of up to \$15,000 will be considered in the FY2020/21 and FY2021/22 budgets.
Life of Project, Service, Initiative or (Expectancy of) Asset	The commissioned artworks will be accessioned into the Civic Collection and will become permanent assets of the City of Adelaide.
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. The 125th anniversary of Women's Suffrage in South Australia in December 2019 created momentum to more proactively honour the leadership and achievements of women within the City of Adelaide.
 - 1.1. One way of doing this is to explore opportunities to celebrate women who have made a significant and unique contribution to the city and state by raising their profile within the Adelaide Town Hall, specifically in the Council Chamber.
 - 1.2. To date such recognition has been limited to the portraits of female Lord Mayors and Councillors displayed in the picture galleries along the corridors of the Town Hall, and the recently named Lady Esther Jacobs Room.
2. The Council Chamber has a total of 40 portraits hanging on its walls, many of which have been there since the construction of the Chamber in 1886.
 - 2.1. With the exception of a portrait photo of Queen Elizabeth II gifted to the Chamber in 1992, the portraits on display in this room are all of prominent men who were part of the city and state's early history. Some are former Mayors, however many are not directly linked to local government, consisting of pioneering colonial identities, governors and explorers all dating from the mid to late 19th century.
3. We propose the acquisition (through commission and long-term loan) of a selection of portraits of females for display in the Council Chamber, to celebrate those pioneers, women who achieved significant firsts, leaders, political, social and cultural influencers, who are acknowledged for their contribution to the City and State, throughout history and the present day.
4. The six female leaders we recommend be honoured by having their portraits displayed in the Council Chamber are:
 - 4.1. Wendy Chapman AM – First female Lord Mayor in Australia
 - 4.2. Dame Roma Mitchell AC, DBE, CVO, QC – First female governor in Australia
 - 4.3. Aunty Shirley Peisley AM – Aboriginal Cultural leader and social rights reformer
 - 4.4. Mary Lee – Suffragist, political and social reformer
 - 4.5. Catherine Helen Spence – Women's political rights campaigner
 - 4.6. Ivarrityi – Principal Kurna knowledge informant
5. Biographical information and photos, Link1 view [here](#).
6. A review of the Civic Collection shows that, with the exception of former female Lord Mayors and Councillors, there are limited artworks and artefacts relating to female leaders.
7. To remedy this situation, the following approach is recommended:
 - 7.1. Honour Wendy Chapman, who was appointed the first female Lord Mayor of Adelaide in 1983, and who became the first woman to hold the position in any Australian capital city, by commissioning a female local artist to produce a framed portrait painting, of approximately 90cm – 70cm.
 - 7.1.1. The estimated cost for this work is \$15,000, with an estimated time for completion of 6 months, subject to the availability of the chosen artist.
 - 7.1.2. These funds will be sourced from within existing Public Art Capital Budget FY2019/20.
 - 7.1.3. Consultation with Former Lord Mayor Chapman will occur, to gain her support and approval on the basis of the portrait sitting.
 - 7.2. Celebrate the remaining five recommended female leaders, by working with arts and cultural institutions to find suitable portrait paintings of the candidates that could be loaned long term to CoA. If suitable existing works cannot be located for loan, then commission a local female artist(s) to produce approximately 60cm x 50cm mounted and framed portraits with formal name plates using recommended images as the basis for the paintings.
 - 7.2.1. Administration to report back to the Civic Recognition Working Group with the findings.
 - 7.2.2. Permission to utilise images as the basis for the paintings has already been obtained from the image owners - State Library of South Australia and South Australian Museum.
 - 7.2.3. Consultation with Aboriginal Communities and Cultural Experts in relation to the display of a loaned portrait or commissioned painting of Ivarrityi will be undertaken.

- 7.2.4. Each portrait would take approximately four - six months, subject to artist availability. Total time for completion of the works of up to five paintings is approx. 20-30 months.
- 7.2.5. The estimated cost for this work is up to \$50,000 (\$10,000 each). Funds for the commissioning of the remaining portraits over two years will be allocated from the Public Art capital budget.
- 7.3. The sizes of the proposed commissioned painting portraits have been chosen to compliment the size of the existing works in the Chamber.
8. This approach and the recommended female leaders were reviewed and supported by the Civic Recognition Working Group on 24 February 2020.
- 8.1. The recommended photos/images, Link 1 view [here](#).
9. To accommodate the additional works, there will be a need to re-curate some of the wall space in the Chamber. Modification of the current curation design will take approximately one month. During this time, the commissioning of Former Lord Mayor Chapman's portrait can be progressed.
10. It is envisaged the re-hang will need to be undertaken in a staged approach, to minimise disruption to the Chamber.
11. Specialist art installation contractors will need to be engaged, who will de-install the required works, and re-hang them into the new curation design at the appropriate time(s).
12. As a result of this work, the walls in the Council chamber that will be re-curated may potentially need to be repaired from where there are existing hooks, re-painted and have additional hanging rails and associated hardware purchased.
- 12.1. An estimated cost for this work is \$15,000, with funds to be considered to be allocated over two years, in the FY2020/21 and FY2021/22 budgets.
13. The upcoming International Women's Day celebrations in March, the National Reconciliation Week and 53rd anniversary of the 1967 Referendum in May all support the intent and timing of this report.
14. Regarding a future plan for an ongoing Civic Collection curation program that facilitates the recognition and celebration of significant female leaders and their contribution to the city and state, it is recommended that:
- 14.1. Re-curation takes place in conjunction with capital works maintenance scheduled for the Chamber itself, where the works would already be required to be removed for the walls to be repaired and painted.
- 14.1.1. This approach would save costs in the future for double handling and would ensure the artworks are not unnecessarily moved and subjected to possible damage.
- 14.2. In terms of the curation of the Chamber in future, it is proposed that:
- 14.2.1. A guideline be developed for the re-curation of the Chamber, including aspects such as selection criteria, whether any existing works are removed to allow for more rotation in the curation re-designs, and approval processes.
- 14.2.2. It is proposed that investigations take place to find out what Australian Parliamentary Houses and Capital City Councils do with regards to curation of their Chambers and Civic Spaces, and leverage those existing policies/guidelines as a basis to develop the guideline for the City of Adelaide.
- 14.2.3. The proposed guideline will be discussed and endorsed by The Civic Recognition Working Group and an update provided to Council.

DATA & SUPPORTING INFORMATION

Link 1 - Biographical information and photos of recommended female leaders

ATTACHMENTS

Nil

Atmospheric Lighting in O'Connell Street and Melbourne Street

ITEM 4.3 03/03/2020
The Committee

2018/04331
Public

Program Contact:
Shanti Ditter, AD Planning,
Design & Development 8203
7756
Approving Officer:
Klinton Devenish, Director Place

EXECUTIVE SUMMARY

This report presents the outcomes of the 28 May 2019 Council decision to undertake a design investigation for the installation of atmospheric lighting in O'Connell Street and Melbourne Street.

Atmospheric lighting is a suitable and important aspect to the creation of an attractive night-time experience within the main street precincts. The lighting types proposed have been carefully considered within the context of each street. Consideration has also been given to the current master planning process and the Splash program.

Indicative costings for five options are provided for the purposes of informing the selection of the lighting options against proposed budgets and are to be considered through future Integrated Business Plan and Budget processes.

The following recommendation will be presented to Council on 10 March 2020 for consideration

That Council:

1. Notes the investigation report O'Connell Street and Melbourne Street Atmospheric Lighting and the consideration for installation of permanent lighting infrastructure as presented in Attachment A to Item # on the Agenda for the meeting of the Council held on 10 March 2020.
 2. Approves that the Atmospheric Lighting Options as presented in Attachment A to Item # on the Agenda for the meeting of the Council held on 10 March 2020 be considered through future Integrated Business Plan and budget processes.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment – Creative Identify opportunities to use specialised lighting to showcase the City’s unique attractions, character, and heritage.
Policy	Not as result of this report
Consultation	Consultation will be undertaken as part of the master plan engagement. If delivered as a separate project, consultation on atmospheric lighting will be undertaken.
Resource	New capital budget is required, staff resource as part of project delivery.
Risk / Legal / Legislative	Not as result of this report
Opportunities	Not as result of this report
19/20 Budget Allocation	Not as result of this report
Proposed 20/21 Budget Allocation	Not as a result of this report but future budget implications will need to be considered by Council.
Life of Project, Service, Initiative or (Expectancy of) Asset	10 years
19/20 Budget Reconsideration (if applicable)	Not as result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report. Maintenance costs will be developed as part of budget considerations.
Other Funding Sources	Potential third-party contribution to ongoing costs and or installation for Option 5 façade lighting.

DISCUSSION

1. At its meeting on 28 May 2019, Council resolved:
 - 1.1. *That:*
 - 1.1.1. *Council requests that administration investigate options for atmospheric lighting (similarly to that on Rundle Street) for O'Connell Street and Melbourne Street in North Adelaide, with prioritisation given to solar options.*
 - 1.1.2. *Undertaking – Atmospheric Lighting*
 - 1.1.3. *In response to queries from Councillor Couros, an undertaking was given to ensure that the atmospheric lighting would be complementary to the Splash program.*
2. The creation of experience is a fundamental component of the success of main streets. Lighting is a sensory effect that contributes to the experience of a place.
3. Atmospheric lighting enlivens the public spaces by creating unique and memorable experiences. Done well, it enhances the character of the precinct through creative expression of light and is a key attractor for people at night.
4. The investigations undertaken have considered options within each street and recommends the installation of permanent lighting infrastructure to create a unique artistic element of itself; illuminate existing features within the street; and/or to combine a lighting effect with a separate function. Indicative costings for each option are detailed in **Attachment A**.
 - 4.1. Option 1 Gateway Statements – Light sculpture 'a cluster of flowers' (O'Connell Street ONLY)
 - 4.2. Option 2 Gateway Tree Avenue – Lighting to Canary Island 'tree avenue' (O'Connell Street ONLY)
 - 4.3. Option 3 Public Art – Lighting on street murals and projections
 - 4.4. Option 4 Clustered Seat Lighting – illuminated furniture in public space
 - 4.5. Option 5 Façade Lighting – under-awning lighting to shopfront building facades and projections.
5. Due to the wide scale and context of O'Connell Street, all Options (1 to 5) were considered appropriate for the street.
6. Considering the relatively smaller scale and context of Melbourne Street, Options 3 to 4 are more appropriate for the street.
7. O'Connell Street and Melbourne Street are each the subject of broader design investigation under the current master plan projects, and the Splash program forms a key component.
8. The atmospheric lighting opportunities are complementary to the overall intent to rejuvenate each precinct and are complimentary to the outcomes for the Splash program for the delivery of immediate activation through temporary installations.
9. Options as presented in Attachment A would be considered through future Integrated Business Plan and budget processes.

ATTACHMENTS

Attachment A – O'Connell and Melbourne Street Atmospheric Lighting

- END OF REPORT -



Gateway Statement

light sculpture 'a cluster of flowers'

①



13 Poppies Photo © Cesare Querci



Photo © Cecilia Lorenza

Museo Nazionale Delle Arti Del XXI Secolo, Rome, Italy



Photo © Cesare Querci

Proposed Location



Description

- Light sculpture - a cluster of flowers 4.5m tall
- 2 shapes, 4 variations and 3 sizes
- Sculpture by day, attraction by night
- Function as attractive gateway from the Park Lands to the city
- Statement pieces

Lead Time

- 12-14 weeks from order placed (off the shelf)

Cost

- | | | |
|------------------------|--------------------------|----------------|
| • Lighting Supply | \$15,682 each (18 units) | \$282,280 |
| • Installation | | \$50,000 |
| • MSB power connection | | \$15,000 (TBA) |

TOTAL \$416,500

Approvals

- CoA Internal
- O'Connell Street residents
- AEMO Testing (Australian Energy Market Operator)
- Relevant building owners / landlords / business owners



Tree Avenues

lighting to pine 'tree avenue'

2



Sakura Lumina, Osaka



Winter Lights Festival, London



Photo © Phillips

VIVID Festival, Sydney



Winter Illuminations, Tokyo

Proposed Location



Concept

- Changing colours to a row of 14 trees
- Wayfinding element along street
- Invites users to promenade through street or park
- Attractive night-time activation and streetscape

Lead Time

- 6-8 weeks from order placed (off the shelf)

Cost

- Lighting Supply \$6,072 per tree (14 total)
- Installation \$50,000
- Power Connection \$15,000 (Multi Service Board)

TOTAL \$180,000 all trees

NOTE: Single VIVID Festival tree with colour change would cost

- \$50,000 for lighting supply
- \$35,000 for power and install.

TOTAL \$93,500

Approvals

- CoA Internal
- SAPN
- AEMO Testing (Australian Energy Market Operator)
- O'Connell Street residents



Public Art

lighting street art, light art and projections

3



Photo © ARUP
Coloured LED lighting on Street Art Singapore

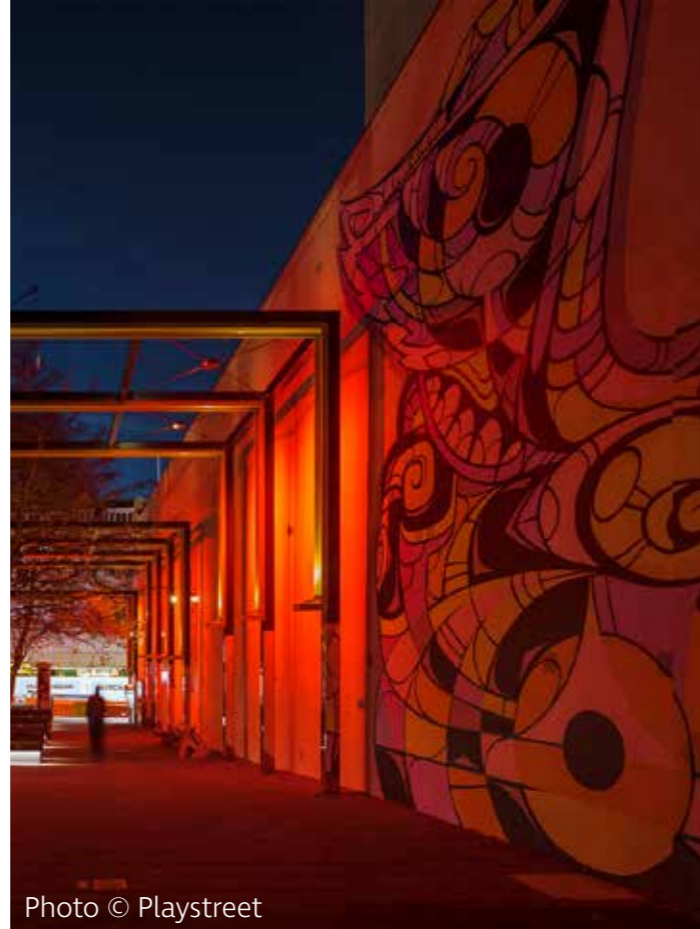


Photo © Playstreet
Coloured LED Colin Street Hobart

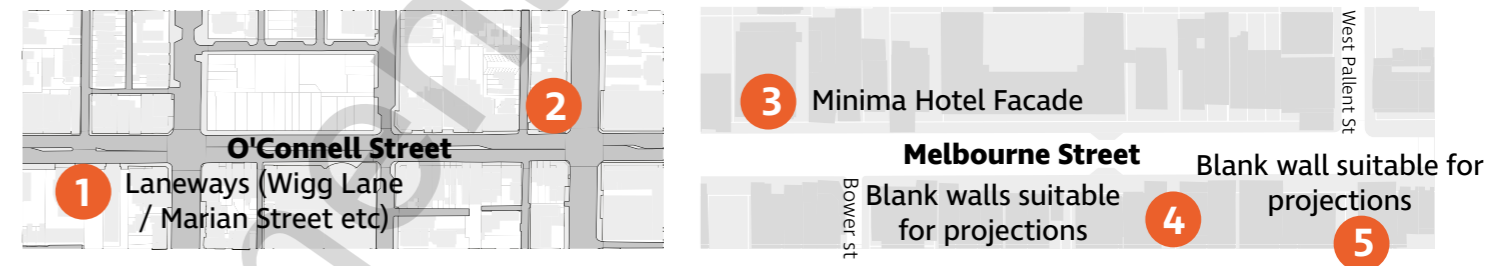


Photo © Julien NONNON
Glass Gobo projection Paris



image Martin Lighting
Steel Stencil Gobo projection

Proposed Location



Description

- Illuminate two mural wall with graffiti art work
- Projection on walls or short film

Lead Time

- 6-9 weeks from order place for coloured flood lights

Cost (depending on size of wall)

- Lighting Supply \$50,000 5 walls
- Installation \$50,000 5 walls
- Power connection
 - Option 1 CoA MSB \$50,000 (5 x Multi Service Board)
 - Option 2 SAPN pole SAPN tariff
 - Option 3 Owners power No cost to CoA

TOTAL \$154,000

Approvals

- CoA Internal
- SAPN
- AEMO Testing (Australian Energy Market Operator)
- Relevant building owners / landlords / business owners



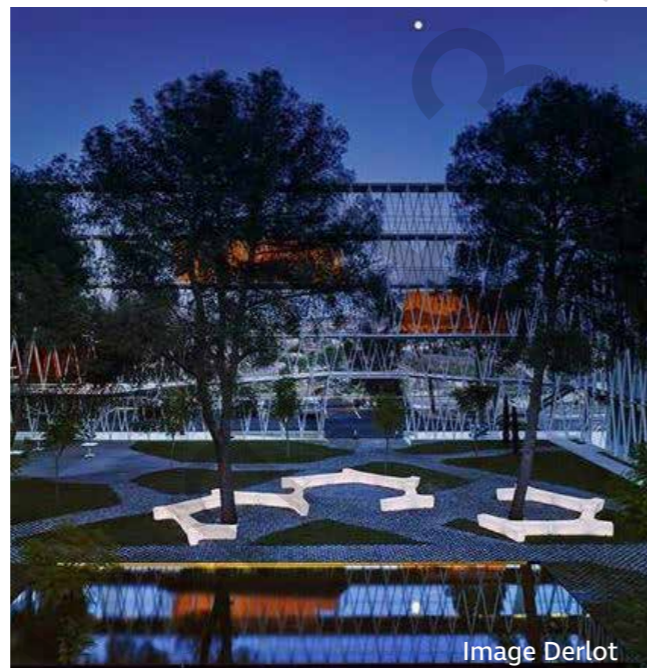
Clustered Seat Lighting

illuminated furniture in public space

4

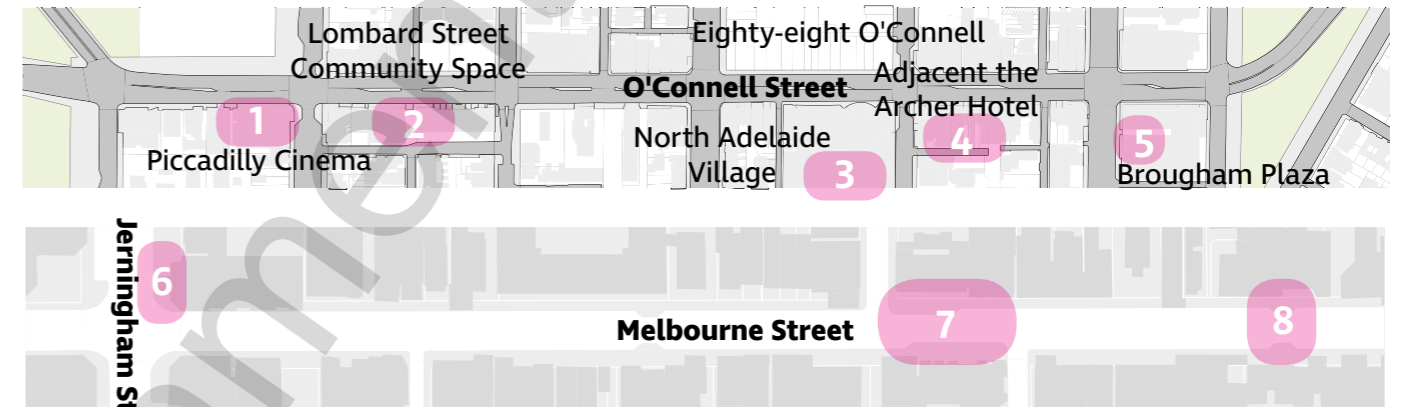


Starfish



Twig Illuminated

Proposed Location



Description

- Provides functional and attractive day and night removable seat lighting. Creates fun opportunities for rest and respite
- Provides clusters of seating in public spaces to encourage activity and non-exclusive outdoor dining use (not within permitted outdoor dining areas)

Lead Time

- 12-14 weeks from order placed (off the shelf)

Cost

- | | |
|--------------------|--|
| • Lighting Supply | \$6,000 each (\$72,000 total 6 per precinct) |
| • Installation | \$28,000 |
| • Power connection | \$30,000 (Multi Service Board) |

TOTAL \$156,000

Approvals

- CoA Internal
- SAPN and AEMO Testing (Australian Energy Market Operator)
- O'Connell Street residents
- Relevant building owners / landlords / business owners



Facade Lighting

under-awning lighting to shopfronts

5



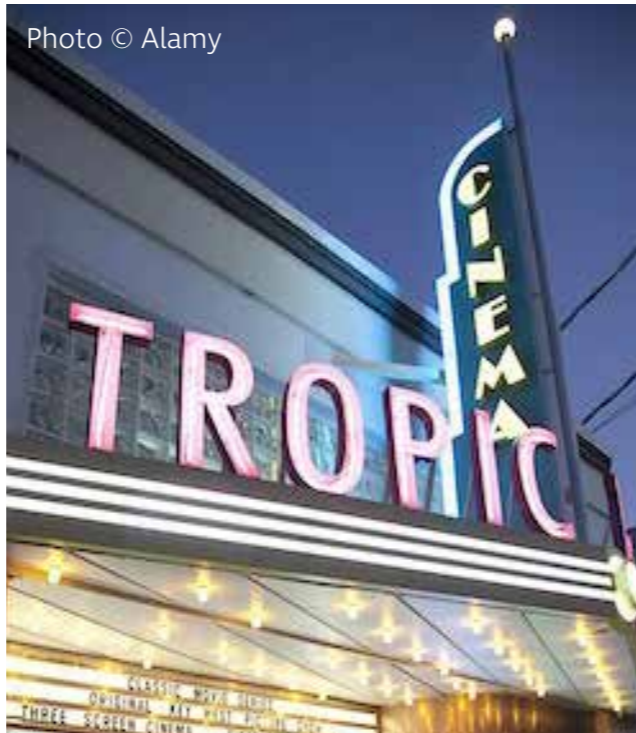
Indirect lights under awning Pitt Street Mall Sydney



Pendant lights under awning on Indii, O'Connell Street



Wall lights framing shopfront windows Helsinki



Lighting and signage lighting Key West Florida



Randwick Ritz Awning LED lights Sydney



Shop Front Display, wall lights The Rocks Hotel, Sydney

Proposed Location



Description

- Lighting opportunities to private businesses
- Generating and improving atmosphere through indirect light to architectural details, wall washes and down lights to building façades and footpaths, and decorative lighting and signage to public areas

Lead Time

- 12 weeks from order placed

Cost

- \$50,000 grants for businesses to upgrade shopfront lighting.
- Lighting supply only
- Installation - provided by owner, no cost to CoA
- Power connection - provided by owner, no cost to CoA

TOTAL \$50,000

Approvals

- CoA Internal
- Relevant building owners / landlords / business owners

O'Connell and Melbourne Street Atmospheric Lighting

Options	Cost
Gateway Statement Light sculpture - a cluster of flowers	\$416,500
2. Tree Avenue Lighting to Pine tree avenue	\$180,000
3. Public Art Lighting street art light art and projections	\$154,000
4. Clustered Seat Lighting Illuminated furniture in public space	\$156,000
5. Facade Lighting Under awning lighting to shopfront	\$50,000
TOTAL ESTIMATE	\$956,500

Council to Approve Options A,B or C

Option A Deliver all Options for both streets

= **TOTAL ESTIMATE \$956,500**

Option B Deliver all Options 1,2,3,4 and 5 for O'Connell St only

= **TOTAL ESTIMATE \$776,500**

Option C Deliver Options 3,4 and 5 for Melbourne St only

= **TOTAL ESTIMATE \$180,000**



Image credits

All images and photographs used in this document belong to the City of Adelaide unless stated otherwise, and have been appropriately credited.

Kaurna Community Hub in the Adelaide Park Lands

ITEM 4.4 03/03/2020
The Committee

Program Contact:

Christie Anthoney, AD
Community & Culture 8203 7444

2018/03395
Public

Approving Officer:

Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

In March 2018, the Federal Court of Australia granted the Kaurna people Native Title rights over Metropolitan Adelaide and the Adelaide Hills. The creation of a centrally-located hub from which Kaurna can deliver cultural, economic and social development activities has been a community priority for several years. This priority has continued with new responsibilities as a native title body corporate.

The provision of such a space would be an important step in enabling Kaurna Yerta Aboriginal Corporation Incorporated (KYAC) and the broader Kaurna community to achieve greater control of these important legislative, community and cultural obligations. The Kaurna hub will be used as an office, a business meeting space, a base from which to deliver cultural heritage responsibilities, economic development and cultural business opportunities and to deliver training to Kaurna and non-Kaurna youth.

A range of site options have been explored and the currently vacant North Adelaide Railway Station has been identified as the only suitable site to date. The purpose of this report is to summarise exploratory work already undertaken and obtain support to prepare a detailed scope of works and draft lease conditions that inform future decision-making by both Council and KYAC.

This matter was considered by the Adelaide Park Lands Authority on 6 February 2020. The Authority was supportive whilst requesting consideration of landscaping treatments as part of any refurbishment of the Railway Station.

.....

The following recommendation will be presented to Council on 10 March 2020 for consideration

That Council:

1. Authorises the Chief Executive Officer to commence lease negotiations with Kaurna Yerta Aboriginal Corporation Incorporated (KYAC) for the use and occupation of the North Adelaide Railway Station Building as a Kaurna Community Hub, to provide a base from which to deliver cultural, economic and social development activities, in accordance with the Park Lands Leasing and Licensing Policy and subject to budget availability.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<p>Strategic Alignment – Creative</p> <p>Promote and showcase multiculturalism and Aboriginal culture, especially through the Stretch Reconciliation Action Plan, and support local organisations to express this heritage.</p>
Policy	<p><i>Adelaide Park Lands Management Strategy 2015-2025</i></p> <ul style="list-style-type: none"> Recognise the role of the Park Lands as a significant meeting place for Aboriginal people through the creation of a safe and inclusive space for all cultures and people on Kurna Land Improve the connections and surrounds to the North Adelaide Railway Station to support its adaptive reuse <p><i>Stretch Reconciliation Action Plan 2018-2021</i></p> <ul style="list-style-type: none"> Guiding Principle 6: The City of Adelaide acknowledges the continuing cultural and spiritual obligations the Kurna people have in their lands and seas and will seek opportunities to recognise Kurna heritage through physical features of the City of Adelaide and by supporting community cultural activities. <p><i>Community Land Management Plan</i></p> <ul style="list-style-type: none"> Support opportunities to improve existing commercial services (restaurant/ café/ kiosk) as well as new services to better utilise the North Adelaide Railway Station. <p><i>Adelaide Park Lands Leasing and Licensing Policy</i></p> <ul style="list-style-type: none"> Section 13.1 of the Park Lands Leasing and Licensing Policy stipulates that in the case of vacant land or building a new lessee will be selected by way of Expression of Interest (EOI) unless there are exceptional circumstances. Given the nature of current engagement with the Kurna Yerta Aboriginal Corporation Incorporated (KYAC), and alignment with Reconciliation Action Plan, the advice of Administration is that an exceptional circumstance exist.
Consultation	Administration will continue liaising with the Kurna Yerta Aboriginal Corporation.
Resource	The preparation of a detailed scope of works and lease negotiations will be undertaken with existing resources.
Risk / Legal / Legislative	Not as result of this report
Opportunities	Activating the historic North Adelaide Railway Station as a Kurna community hub presents an opportunity to address a number of Council's strategic directions.
19/20 Budget Allocation	Not as result of this report
Proposed 20/21 Budget Allocation	It is envisaged that between \$330,000 and \$450,00 will be required to refurbish the North Adelaide Railway Station including the provision of disability access. The extent of works and level of investment requested from Council will be clearly outlined in the next report.
Life of Project, Service, Initiative or (Expectancy of) Asset	To be determined

19/20 Budget Reconsideration (if applicable)	Not as result of this report
Ongoing Costs (eg maintenance cost)	To be determined
Other Funding Sources	Administration will explore opportunities for third-party investment as part of ongoing discussions with KYAC.

DISCUSSION

1. In March 2018, the Federal Court of Australia granted the Kaurna people Native Title rights over Metropolitan Adelaide and the Adelaide Hills.
2. Since March 2018, Kaurna have adjusted their community organisational structures to reflect the requirements of the Native Title Consent Determination. The Kaurna Yerta Aboriginal Corporation (KYAC) now formally oversees various trusts that manage Native Title responsibilities and community aspirations and interests.
3. The creation of a cultural hub from which Kaurna can deliver cultural, economic and social development activities has been a community priority for several years, including being reflected in the endorsed master plan for Victoria Square/ Tarntanyangga. This need has continued with new responsibilities as a native title body corporate.
4. The provision of such a space would be an important step in enabling KYAC and the broader Kaurna community to achieve greater control of these important legislative, community and cultural obligations and responsibilities.
5. The Kaurna hub will be used as an office, a business meeting space, a base from which to deliver cultural heritage responsibilities, economic development and cultural business opportunities and to deliver training to Kaurna and non-Kaurna youth.
6. In July 2019, KYAC and Council met to discuss accommodation requirements. The following key requirements were articulated:
 - 6.1. CBD location
 - 6.2. Accessible car parking, especially for Elders
 - 6.3. Three office spaces available 24/7
 - 6.4. Additional 'hot desks' for Kaurna community/ staff
 - 6.5. A space for 12-16 people to meet
7. Options to accommodate Kaurna's needs have subsequently been investigated within the Colonel Light Centre, Adelaide Town Hall and other Council owned and/or operated properties.
8. Extensive internal consultation and preliminary conversations with senior Kaurna community have resulted in the North Adelaide Railway Station being selected as the preferred (and only) option currently under consideration for use as a Kaurna community space.
9. In 2015, the property was tenanted as a café and store. To enable this tenancy, Council completed works including, floor repairs, painting and air conditioning installation.
10. In early 2019, the Tenant abandoned the property leaving it in a poor condition. The building has been vacant since this time.
11. The building has since been cleaned, but repairs including painting and general refurbishments have not been undertaken due to the uncertainty of the intent of any future Tenant.
12. Preliminary high level costings have been undertaken for a building upgrade and modest fit out to enable the North Adelaide Railway station to be used as an office, meeting space and community hub.
13. These upgrades include painting, new kitchen, bathroom upgrade and access ramp to meet DDA compliance, and improving the usability and appearance of outdoor spaces.
14. Indicative cost estimates for the refurbishment are shown in Table1.

	Min Cost	Max Cost
Painting - Pending scope (internal external etc)	\$40,000	\$50,000
Flooring - light scrub / sand / oil (Approx. \$50 per m2)	\$10,000	\$15,000
Kitchen - simple kitchen. \$20k.	\$18,000	\$22,000
Kitchen floor - \$5k	\$4,000	\$6,000
Communications \$5k	\$4,000	\$6,000
Electrical Works (contingency)	\$10,000	\$15,000
Plumbing Works Contingency	\$10,000	\$15,000
Heritage Improvement (Contingency)	\$10,000	\$15,000
Air Conditioning Calibration to office fit out	\$3,000	\$5,000

Wheelchair access - tba	\$15,000	\$20,000
External Deck Safety	\$5,000	\$8,000
Re-graveling	\$8,000	\$10,000
Landscaping - Turf	\$8,000	\$10,000
Toilets - Minor Improvements - Existing Circulation	\$15,000	\$20,000
Well Lid (if made into a public area)	\$3,000	\$5,000
New Lean to with Toilet facility and Larger Deck / Ramp	\$150,000	\$200,000
Development and Heritage Approval	\$1,000	\$2,000
Contingency (15%)	\$16,300	\$22,200
Total costs exclude any external heritage works such as stone repair	\$330,300	\$446,200

Table 1 Indicative Preliminary Cost Estimates for Building Upgrade

Adelaide Park Lands Authority

15. This matter was considered by the Adelaide Park Lands Authority on 6 February 2020. The Authority was supportive whilst requesting consideration of landscaping treatments as part of any refurbishment of the Railway Station.

Next Steps

16. Kaurna Elders will seek the KYAC Board agreement to:
- 16.1. Commence negotiation of lease arrangements.
 - 16.2. Investigate sources of additional funding to finance their contribution to the Kaurna Community Hub refurbishment works, utilities and other operating costs. It is likely that KYAC will seek part funding from the City of Adelaide to support this project.
17. Administration will prepare a detailed scope of works and plans to inform a partnership proposal and lease negotiations with KYAC for the use and occupation of the North Adelaide Railway Station for further consideration by the Adelaide Park Lands Authority and Council.

ATTACHMENTS

Nil

- END OF REPORT -

Reimagining New Year's Eve

ITEM 4.5 03/03/2020

The Committee

Program Contact:

Christie Anthoney, AD

Community & Culture 8203 7444

2020/0158

Public

Approving Officer:

Clare Mockler, Deputy CEO &

Director Culture

EXECUTIVE SUMMARY

Council's New Year's Eve (NYE) event is the largest annual event produced and delivered by the City of Adelaide (CoA). It is a free, family-friendly event held in Elder Park and the Barr Smith Walk (part of Tarntanya Wama (Park 26)) with an estimated attendance of 80,000 people over the duration of the event each year.

The purpose of this report is to address the decision of Council at its meeting on 28 January 2020, that Council:

Investigates replacement of the NYE fireworks with a state-of-the-art light show, that may include synchronised drone performances, artistic light projections, a laser light show and an audio accompaniment to create an innovative world class celebration in the City of Adelaide

The report presents the research findings regarding alternatives to fireworks including the challenges and opportunities regarding these alternatives. It is recommended that a trial hybrid visual entertainment approach be put in place for the 2020 NYE event, where a combination of fireworks and another form of visual entertainment which may include a light display, water screen projections and other is delivered.

.....

The following recommendation will be presented to Council on 10 March 2020 for consideration

That Council:

1. Approves the delivery of a trial hybrid visual entertainment approach at the New Year's Eve 2020 event which will include a combination of fireworks and alternative creative visual displays.
 2. Notes that if recommendation 1 above is approved, funding will need to be considered to support delivery of the trial hybrid visual entertainment approach at the 2020 New Year's Eve event as part of the 2020/2021 Integrated Business Plan and Budget.
 3. Notes that an update on the trial hybrid visual entertainment approach will be provided to Council in July 2020.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	<p>Strategic Alignment- Creative</p> <p>Exploring creative alternatives to visual entertainment addresses the Smart, Creative and Green pillars of the City of Adelaide Strategic Plan. Within the Smart pillar, it addresses the use of innovation and smart technology. Within the Creative pillar, it addresses the objectives of delivering culturally enriching experiences and the use of specialised lighting to showcase the City's unique attractions and character. Within the Green pillar, it addresses the objectives of implementing practices which deliver on more sustainable events.</p>
Policy	The delivery of Council's NYE event adheres to the policy requirements of the Adelaide Park Lands Events Management Plan 2016-2020.
Consultation	We have consulted with several event technology and other related companies based locally and nationally and businesses to seek their advice on alternative technology. We have also consulted with several other councils and authorities.
Resource	A trial hybrid visual entertainment approach at NYE 2020 would be delivered within existing resources in line with the 2020/2021 Integrated Business Plan and Budget.
Risk / Legal / Legislative	There are some risks associated with replacing the fireworks completely and immediately. These risks are further detailed in this report but relate to the possible impact on patron numbers, tradition and the spectacular effects that fireworks bring to an event. There are also some reputational risks associated with replacing fireworks at NYE events.
Opportunities	We have an opportunity to lead the way and investigate the use of modern technology to change how we program and produce our largest Council event which could result in the event site expanding to adjacent areas such as Pinky Flat (part of Tarntanya Wama (Park 26)). Alternative technologies are being investigated and used by other Capital Cities around Australia.
19/20 Budget Allocation	We will allocate funding to support the trial hybrid visual entertainment approach via the 2020/2021 Integrated Business Plan and Budget.
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The City of Adelaide NYE event is held annually
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	The NYE event is funded annually by Council in line with the IBP budget process
Other Funding Sources	Other funding sources that contribute to and offset the NYE budget include cash sponsorship, other income (i.e. vendor fees) and in-kind support.

DISCUSSION

1. This report provides detail regarding visual entertainment alternatives that could be delivered at NYE. As part of context setting of the report, an overview and historical information has been provided regarding the NYE event. The report also provides a high-level summary of the findings of our research regarding visual entertainment alternatives to fireworks. To access more detail behind this research, please refer to Link 1 view [here](#).

New Year's Eve event – overview

2. Council's NYE event has a high profile within the state as well as within Australia. The 2017 NYE event was awarded a State Finalist in the 2018 Australian Event Awards. Additionally, the 2018 NYE event was listed as a Coates Hire Best Community Event National Finalist at the 2019 Australian Event Awards.
3. The event commences at 6.00pm and finishes at 1.30am.
4. Most attendees are families and many attendees come from multicultural backgrounds.
5. The event features include a main stage program, a kid's zone area (which includes a street theatre program, kids' cabaret shows and nature play activities), roving performances, liquor licensed areas, food and beverage trucks and two sets of fireworks (9.00pm and midnight). The musical and dance program presented on the Rotunda stage is one of the main highlights of the overall event.
6. The event has a range of purposes and desired outcomes:
 - 6.1. To provide patrons with an opportunity to celebrate with family and friends the year that has been, have fun and look forward to the new year.
 - 6.2. To support and celebrate our status as a UNESCO City of Music and the City's music culture.
 - 6.3. To provide an accessible, free and family – friendly event that can be enjoyed by people of all ages and backgrounds.
 - 6.4. To showcase and celebrate what makes South Australia unique i.e. local musicians, local food and beverages.

New Year's Eve- budget and contracts

7. Below provides a summary of the Council budget allocation and income for the NYE event between 2017-2019. Commencing in 2018, contributions were made from the internal sustainable events budget to support sustainability initiatives at the event.

	NYE 2017	NYE 2018	NYE 2019
Budget allocation	\$285,000	\$334,000	\$341,000
Contribution from internal sustainable event budget	-	\$38,798	\$34,000
Spend on fireworks	\$73,000	\$73,000	\$75,000
Cash sponsorship	\$45,000	\$35,000	\$25,000
Other income (i.e. site fees)	\$16,500	\$14,500	\$18,900
In-kind support	\$122,500	\$135,000	\$150,000

8. We have contractual arrangements in place for the provision of fireworks, audio visual, stage, lighting and security.
9. Both the contract term for audio visual services via Novatech and the contract for pyrotechnic displays via Howard & Sons Pyrotechnics concludes on 31 July 2020 with an option to renew for a further and final 12-month period. Any change in the scope of works can be incorporated in a contract variation / addendum a part of the offer to extend.
10. In 2019, a contract was entered with Homestart Finance as the Principle Partner for the NYE event which provides Homestart Finance with several benefits, including naming rights for the fireworks. The contract term for this agreement expires 30 June 2022 and includes two rights of renewal and cancellation provisions.
11. We have consulted with Howards & Sons Pyrotechnics, Novatech and Homestart Finance regarding exploring alternatives to fireworks and all are supportive of this work.

Economic impact

12. NYE results in significant economic outcomes for the City and State. Based on attendance numbers and associated modelling, the 2018 NYE event resulted in \$2.1 million injected into the CoA economy. In 2019, this figure increased to \$3.1 million (source- .id the population experts). Furthermore, many other businesses (i.e. Intercontinental Hotel and the Adelaide Convention Centre) throughout the Riverbank Precinct and wider City can leverage off the high volume of people who visit the City to attend NYE which further contributes to the State's economy.

Fireworks at NYE

13. Fireworks are an iconic production element at NYE events around the world. Below provides a summary of the fireworks at Council's NYE event:
 - 13.1. The fireworks are coordinated by an external provider. In 2019, they were delivered by Howard & Sons Pyrotechnics.
 - 13.2. All key agencies and emergency services are involved in the planning and approvals for the fireworks. Whilst not exhaustive, this includes the Metropolitan Fire Service, South Australia Police, SafeWork SA and other key precinct stakeholders.
 - 13.3. Fireworks are launched from locations along the Riverbank, off the Riverbank bridge and from pontoons positioned in the River. This approach provides a spectacular view for a large audience.
 - 13.4. There are two fireworks displays for the NYE event- 9.00pm and midnight.
 - 13.5. Trends in crowd movements around the two displays indicate that many families with younger children attend the event to watch the 9.00pm fireworks before heading home.
 - 13.6. A detailed risk assessment and Safe Work method statement is supplied by the fireworks provider to identify and mitigate risk and response for safety onsite and possibility of spot fires.

Leading up to the NYE 2019 fireworks

14. Several occurrences took place in the lead up to Council's NYE 2019 event in relation to fireworks and associated matters. These are summarised below:
 - 14.1. Adoption of Sustainable Event Guidelines.
 - 14.2. Greater focus on delivering more sustainable events, including new sustainability initiatives delivered the 2018 NYE event for the first time.
 - 14.3. National bushfires.
 - 14.4. Public sentiment to cancel fireworks at NYE events around Australia.
 - 14.5. Fireworks cancelled or delivered differently at some NYE events around Australia.

Fireworks Investigation Study

15. A Fireworks Investigation Study has been completed which outlines key elements including the challenges and benefits with using fireworks, environmental impacts and the options regarding alternatives to fireworks. Refer (Link 1 view [here](#)) to review the study.
16. For the purpose of this study and this report, fireworks are defined as the fireworks that take place in the sky domain. Out of scope of this review are firecrackers and any staging pyrotechnic effects such as flames, confetti and any other stage effects.

Fireworks and the environment

17. Council has committed to be the first carbon neutral City. The 2016-2020 Strategic Plan sets out a vision that by 2020, Council's NYE event will minimise waste to landfill. Over 2018 and 2019, several new initiatives were put in place to support a more environmentally sustainable NYE event. Some of these initiatives include but are not limited to:
 - 17.1. Ban on single use plastic straws.
 - 17.2. Requirement for all food packaging supplied by vendors to be compostable.
 - 17.3. Stronger focus on artists and patrons bringing their own bottle for water refilling.
 - 17.4. Changes in the types and layout of waste services.
 - 17.5. Utilisation of Council volunteers to assist patrons with disposing of waste correctly and promoting our sustainability messages.

18. Analysis of fireworks emissions at the City of Sydney fireworks at their 2015 event showed that fireworks emissions represented only a small proportion of their overall total event emissions. Furthermore, analysis of the fireworks emissions at the NYE 2019 event showed that emissions were minimal compared to overall Corporation's greenhouse gas emissions. This analysis is further detailed here (Link 1 view [here](#)).

Fireworks- advantages and challenges

19. There are several advantages and challenges associated with fireworks at the NYE event These are detailed in **Attachment A**. Some of the advantages of fireworks include the following:
- 19.1. They provide a spectacular effect which is enjoyed by a vast majority of patrons who attend the NYE event.
 - 19.2. They are highly accessible as they can be viewed from many different locations.
 - 19.3. Research suggests that they provide value for money with the effects they produce for the costs involved.
20. Some of the challenges with fireworks include the following:
- 20.1. They have an impact on the environment including impacts on air quality and chemical residue that can affect water ways and soil quality.
 - 20.2. Nearby fauna can be distressed by fireworks.

Alternatives to fireworks

21. As part of our research, we have identified several alternatives to fireworks. These include:
- 21.1. Laser light displays- a display that uses projected laser beams set to music or to accompany another form of entertainment, typically music performances. For maximum effect, lasers should project onto something for the light to be seen (i.e. smoke, building, water, mist and rain).
 - 21.2. Drone light show- controlled by a computer on the ground, hundreds of little drones are filled with lights and sent into the sky to produce a show. Can be made to create anything from flags to people and other creative designs.
 - 21.3. Water projection screens- using special pumps, images are projected on a screen consisting of finely atomised water.
 - 21.4. Light show- theatrical lights used to light and accentuate an area to create and enhance mood and atmosphere. Various colours, directions and positions are used to create effect. The lights may be still / static or move.
22. Whilst the above alternatives can be delivered on their own, our research suggests that the best effects in the context of a major event such as NYE are from when there is a combination of different mediums interplaying with each other. The surrounding infrastructure around Elder Park (particularly the River Torrens / Karrowirra Parri and surrounding buildings such as the Intercontinental Hotel and Adelaide Oval) lends itself to potential for a display which uses different technology.
23. Delivering alternatives also has great potential to allow for and encourage event patrons to spread out over a larger area such as nearby Pinky Flat or near Adelaide Oval. As an example, displays along the River Torrens which could be watched from different points around the Riverbank precinct. This could help to alleviate pressure off Elder Park which reaches patron capacity during peak times of the NYE event.
24. This document (Link 1 view [here](#)) further discusses the advantages and challenges with each of these alternatives. At a high-level key findings regarding the advantages of the alternatives are summarised below:
- 24.1. The silent nature of the alternatives mitigates the impact of noise pollution on nearby wildlife.
 - 24.2. The alternatives are considered to be more environmentally sustainable as there are no chemicals or debris left.
 - 24.3. The alternatives utilise modern and contemporary technology showing what is possible regarding entertainment at major events.
25. At a high level, some of the key challenges regarding the alternatives researched are summarised below:
- 25.1. Some of the alternatives are highly contingent on suitable weather conditions- i.e. laser light is most effective in air that has the right elements of humidity and pollution. This is challenging in the ordinarily clean air of Adelaide. Furthermore, high wind conditions can have impacts on water screen projections and drone light displays. Some authorities around Australia were required to cancel their laser displays as part of NYE 2019 celebrations due to wind conditions.
 - 25.2. The alternatives are far more costly compared with fireworks.

- 25.3. Research suggests that there is a market gap in the delivery of drone light displays in Adelaide.
- 25.4. Some research suggests that the alternatives do not provide the same spectacular effect that fireworks bring.

Benchmarking

- 26. Alternatives to fireworks have been used by other councils and authorities both in Adelaide, around Australia and internationally. The findings of research into how these alternatives have been delivered by others is detailed here (Link 1 view [here](#)). Images relating to some of these examples can be found here (Link 2 view [here](#)). Below highlights a few examples of how alternatives to fireworks have been delivered:
 - 26.1. City of Sydney- for their NYE 2019 event, City of Sydney continued with fireworks but delayed the 9pm fire works by 15 mins due to wind conditions. The event also incorporated lighting effects over the Sydney Harbour Bridge in conjunction with the fireworks. The fireworks display was 100% carbon neutral with the professional grade fireworks being made from biodegradable paper, leaving no compounds or chemicals in the air. For any residual pollution from the fireworks display, the City purchases carbon offsets.
 - 26.2. Kiama Council- for their 2019 event, a 9pm fireworks and laser combined show was delivered. The laser introduced the fireworks and for a short time, the laser and fireworks interplayed with each other. The laser was projected onto water and the sky for maximum effect. Smoke machines were used to create the needed effect for the laser. Popularity for this alternative approach is gaining momentum.
 - 26.3. Yabarra, Gathering of Light- River Torrens 2019- Yabarra- Gathering of Light was an immersive Kurna storytelling experience involving large –scale light, water projections and sound artwork along the River Torrens.

Firework alternatives- costs

- 27. At a high level, costs for alternatives to fireworks such as laser, drones, water projections indicatively start at a minimum of \$100,000 and can extend to well beyond \$500,000.
- 28. Research has commenced with our supply partners and other companies which supply services within Australia and internationally, regarding alternatives to fireworks. Three proposals have been supplied which are detailed here (Link 1 view [here](#)).

Risks of cancelling fireworks at NYE events

- 29. There are several risks associated with cancelling fireworks at the NYE event. These risks are summarised below.
 - 29.1. Tradition- fireworks have long been held as a traditional part of the NYE event. Breaking away from this tradition may have impacts on patron numbers and the reputation/brand of CoA.
 - 29.2. Impact- fireworks produce spectacular results which can be seen from across the City in many different directions due to their height. We know that on NYE people watch the fireworks from many different locations across the City including Elder Park, Pinky Flat, Montefiore Hill, Adelaide Oval and beyond.
 - 29.3. Costs- in comparison with other entertainment alternatives such as laser light, drones etc, fireworks are cheaper to deliver, and some research suggests that fireworks provides good value for money. A change in how fireworks are delivered therefore has considerations regarding increased budget required to support the alternatives.
 - 29.4. Agreements- any cancellation of NYE fireworks would need to be considered considering current agreements, particularly our Principle Partner agreements. Whilst we can negotiate different benefits and have options to cancel agreements, a level of stakeholder relationship management and negotiation would need to take place here.
 - 29.5. Economic- the attraction of fireworks brings many tourists and visitors into the City which has flow on benefits to other economic levers such as restaurants/hotel bookings. Additionally, cancelling fireworks could have detrimental impacts on local businesses who supply this service.

Trial hybrid visual entertainment approach at NYE 2020

- 30. Considering the research findings and the risks associated with cancelling fireworks completely and immediately, it is recommended that a trial hybrid visual entertainment approach be implemented for the 2020 NYE event. This would include a hybrid approach where both fireworks and an alternative such as laser, water screen projections and audio-visual accompaniment may be used in conjunction with each other.

31. By being a trial in nature, this provides us with an opportunity to test a new visual entertainment approach in a safe and controlled manner.

Next steps

32. We will be allocating funding as part of the 2020/2021 Integrated Business Plan and Budget to support a trial hybrid visual entertainment approach.
33. As part of normal procurement processes, we would seek to engage a supplier/s to deliver this trial hybrid visual entertainment display and work with the supplier/s to determine the most effective hybrid approach.
34. We would also investigate the feasibility of undertaking event patron surveying to understand their feedback on the trial hybrid visual entertainment approach. As part of this surveying, we would seek to understand event patron's like / dislike for the trial hybrid visual entertainment approach to assist in informing future approaches.
35. We provide an update to Council before the 2020 NYE event which would provide detail on what the trial hybrid visual entertainment approach will involve.
36. A report would be provided to Council in quarter 4 of 2020/2021 regarding the evaluation and associated findings of this trial hybrid visual entertainment approach.

DATA & SUPPORTING INFORMATION

Link 1 - Fireworks Investigation Study.

Link 2 - Images of firework alternatives.

ATTACHMENTS

Nil

- END OF REPORT -

City of Adelaide Aboriginal & Torres Strait Islander Employment

ITEM 4.6 03/03/2020
The Committee

Program Contact:
Vanessa Godden, AD Customer
& People 8203 7156

2016/02563
Public

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

On 19 November 2019, Council resolved that a report be presented to Council detailing a scheme that will provide traineeship and apprenticeship opportunities for Aboriginal peoples at the City of Adelaide (CoA) that will lead to ongoing employment. The scheme would increase the number of Aboriginal peoples employed to equal to or greater than the representation of Aboriginal peoples in South Australia, utilising existing resources.

This report outlines our current and proposed future approach to providing valuable traineeship and apprenticeship opportunities for Aboriginal and Torres Strait Islanders that supports their career pathways, in alignment with our existing commitments as part of our Stretch Reconciliation Action Plan (RAP) 2018-21.

.....

The following recommendation will be presented to Council on 10/03/2020 for consideration

That Council

1. Notes the City of Adelaide's (CoA) commitment and approach to supporting career pathways for existing and future apprentices and trainees hosted by the CoA as part of its existing commitment in the Stretch Reconciliation Action Plan (RAP) 2018-21.
 2. Notes CoA's commitment and approach to providing traineeships and apprenticeships in partnership with external providers across a range of identified teams as part of its existing commitment in the Stretch RAP 2018-21.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities
Policy	City of Adelaide Stretch Reconciliation Action Plan 2018-2021 Recruitment and Selection Operating Guideline
Consultation	Not as a result of this report
Resource	The programs outlined in this report are delivered with existing resources
Risk / Legal / Legislative	<i>Racial Discrimination Act 1975</i> <i>Equal Employment Opportunity Act 1984 (as amended) SA</i>
Opportunities	Increasing the representation of Aboriginal and/or Torres Strait Islanders in traineeships and apprenticeships hosted by the CoA.
19/20 Budget Allocation	The programs outlined in this report are delivered using existing budget allocations
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Ongoing
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. On 19 November 2019, Council resolved the following:

That Council:

Consistent with its Stretch Reconciliation Action Plan, request Administration present a report no later than February setting out;

1. *a recommendation for a scheme to provide traineeships and apprenticeships for Aboriginal peoples which will lead to ongoing employment by the end of the 2021 financial year;*
 2. *the means by which the recruitment for such a scheme can guarantee the employment of sufficient candidates to ensure the number of Aboriginal employees at the City is equal to, or greater than, the representation of Aboriginal peoples in the most recent census of people in South Australia;*
 3. *how this scheme can be funded from existing resources.*
2. CoA values the important contribution Aboriginal and Torres Strait Islander people can make to the success of our organisation and the unique skills and experience they bring. We recognise the need to take a strategic and sustainable approach to improving employment outcomes for Aboriginal & Torres Strait Islander people, and that apprenticeship and traineeship opportunities are an important way to achieve this.
 3. In May 2018 CoA endorsed its [Stretch Reconciliation Action Plan \(RAP\) 2018-21](#). The plan consolidates the Council's long-standing commitment to reconciliation with Aboriginal and Torres Strait Islander communities. Part of this plan builds on our commitment to the employment of Aboriginal and Torres Strait Islander people across all areas of council including, but not limited to, providing traineeship and apprenticeship opportunities.
 4. Our Stretch RAP 2018-21 includes a commitment to achieve 1.8% representation by June 2021.
 - 4.1. As of 28 January 2020, eleven (11) or 1.5% of our workforce on a permanent or fixed-term contract have identified as Aboriginal and/or Torres Strait Islander (based on 781 full-time equivalent employees, not including casuals or apprentices/trainees).

Additionally, one (1) casual employee and one (1) trainee have identified as Aboriginal and/or Torres Strait Islander.
 - 4.2. These employees work across a range of programs within Council including Public Realm, Property & Commercial, Customer & People, Community & Culture, Economic Development & Innovation, Planning, Design & Development and Infrastructure.
 5. Since 2014, two (2) of five (5) apprentices/trainees that identified as Aboriginal and/or Torres Strait Islander were provided with a fixed-term contract following the completion of their certificates. Two (2) of the remaining apprentices transferred to another council as part of Maxima's standard council rotation arrangement.
 6. We are committed to providing suggested career pathways for trainees and apprentices on the completion of their certificates (Action 33, CoA Stretch RAP 2018-21). We will achieve this by providing traineeship and apprenticeship opportunities to give individuals the experience, knowledge and skillset they need to be successful in roles of a similar nature or field upon completion of their certificates. Existing apprentices and trainees are encouraged to apply for roles internally.
 7. Additionally, we are committed to providing traineeships and apprenticeships in partnership with external providers across a range of identified teams (Action 33, CoA Stretch RAP 2018-21). Moving forward, this may include a more directed approach through existing providers (e.g. Maxima, ATEC) such that only applications from people who identify as Aboriginal and/or Torres Strait Islander are considered, as applicable under special measures or genuine occupational requirement provisions pursuant to Section 65 and Sub-s 56 (2) of the *Equal Employment Opportunity Act 1984* (SA) (as amended).
 8. We also plan to strengthen partnerships with organisations including Tauondi Aboriginal College and Job Prospects (and Kurna Yerta Aboriginal Corporation Incorporated (KYAC) if this is applicable and appropriate) to support us in providing more job opportunities (including but not limited to apprenticeship/traineeships) for Aboriginal and Torres Strait Islander people.
 9. Whilst acknowledging that apprenticeships and traineeships are an important pathway for Aboriginal and Torres Strait Islander employment, we cannot always guarantee ongoing employment at the end of a placement, as this is dependent on natural attrition and/or role vacancies, in addition to the individual meeting the selection criteria for vacant roles.

10. The most recent Australian Bureau of Statistics Census was conducted in 2016. There were 1,676,653 people in South Australia and Aboriginal and/or Torres Strait Islander peoples made up 2.0% of the population.
11. We will update the target in the Stretch RAP to 2% however guaranteeing an increase in representation is potentially outside of our sphere of influence.
12. Our Stretch RAP is currently delivered and funded using existing resources. Additionally, we will review the use of our apprenticeship/traineeship budget so that as relevant opportunities become available, a targeted approach is taken for applicants who identify as Aboriginal and/or Torres Strait Islander to fill these opportunities, as applicable under special measures or genuine occupational requirement provisions pursuant to Section 65 and Sub-s 56 (2) of the *Equal Employment Opportunity Act 1984 (as amended) SA*.

DATA & SUPPORTING INFORMATION

[Stretch Reconciliation Action Plan \(RAP\) 2018-21](#)

[Racial Discrimination Act 1975](#)

[Equal Employment Opportunity Act 1984 \(SA\) as amended](#)

[Tauondi Aboriginal College](#) website

[Job Prospects](#) website

[2016 Australian Bureau of Statistics Census QuickStats](#) website

ATTACHMENTS

Nil

- END OF REPORT -

Strategic Plan Progress Report

Quarter 2 2019-20

ITEM 4.7 03/03/2020

The Committee

2017/00570

Public

Program Contact:

Susan Rudall, Manager Strategy,
Planning & Partnerships
82037068

Approving Officer:

Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

This report provides updates on progress of the objectives and actions in the *City of Adelaide 2016-2020 Strategic Plan* for the period October to December 2019.

The purpose of quarterly reporting is to enable the City of Adelaide to regularly monitor its progress against the Strategic Plan. It can also be used to communicate in a transparent manner any changes made to business activity resulting from changing priorities or Council decisions.

At the end of Quarter 2 2019-20, of the 110 actions in the Strategic Plan, 83 are On Track, seven are On Watch, none are Off Track and 20 are Complete.

With a new Strategic Plan due to be adopted by Council by mid-2020, the final reporting period for the 2016-2020 Strategic Plan will be Q4 2019/20 (relating to April to June 2020). A final 'close out' report providing greater detail of achievements during the term of the current Strategic Plan will be shared with Council after that time.

The following recommendation will be presented to Council on 10 March 2020 for consideration.

That Council

1. Notes the *Strategic Plan Progress Report Quarter 2 2019-20* as included in Attachment A to Item # on the Agenda for the meeting of the Council on 10 March 2020.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	This report provides an update on progress against the actions and objectives of the <i>City of Adelaide Strategic Plan 2016-2020</i> for the period 1 October to 31 December 2019.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
19/20 Budget Allocation	Not as a result of this report
Proposed 20/21 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Council is regularly provided with updates on the progress of the 110 Actions in the *City of Adelaide Strategic Plan 2016-2020*.
2. The reports are intended to show variations between reporting periods and enable the City of Adelaide to track the progress of Actions and Objectives under the Strategic Plan. Where necessary, it is also an opportunity to communicate adjustments to operational priorities in a timely and transparent manner.
3. The Quarter Two (Q2) 2019/20 Strategic Plan Progress Report (**Attachment A**) provides an update on the progress against the 2016-2020 Strategic Plan for the period 1 October to 31 December 2019. It fulfils Council's legislative requirements by reporting on the annual objectives in the *2018-19 Integrated Business Plan*, which are derived from actions set out in the Strategic Plan.
4. At the end of Q2 2018-19, of the 110 Actions in the Strategic Plan, 83 are On Track, seven are On Watch, none are Off Track and 20 are Complete. The Actions completed in Q2 2019/20 are listed below and final updates against them are included in Attachment A:
 - 4.1. GREEN: Enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City
 - 4.2. GREEN: 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
 - 4.3. GREEN: Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City
 - 4.4. LIVEABLE: 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
 - 4.5. CREATIVE: Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions
 - 4.6. CREATIVE: Consider policy de-regulation to allow more interesting temporary opportunities in private buildings
 - 4.7. CREATIVE: Work with partners and key stakeholders to develop Adelaide as the premier international arts market, especially within the Asian region
5. The current status for the 90 remaining Actions (83 - On Track and seven - On Watch) are identified by theme below:

	Ongoing during the term of the 2016-2020 Strategic Plan	To be completed in Q3 2019-20	To be completed in Q4 2019-20	Will not be completed by Q4 2019-20
SMART	12	0	7	1
GREEN	11	4	6	1
LIVEABLE	6	0	12	2
CREATIVE	12	0	13	3
TOTAL	41	4	38	7

- 5.1. Forty-one Actions are identified as Actions being delivered through Council's established services and functions. Therefore, these Actions will not be classified as 'complete' by 30 June 2020 for the purposes of Strategic Plan reporting. Their relevance or otherwise to support the 2020-2024 Strategic Plan will be considered in planning for delivery of the 2020-2024 Strategic Plan.
- 5.2. Four Actions are On track for completion in Q3 2019-20 and the Thirty-eight other OnTrack Actions are anticipated to be completed during Q4 2019-20. All of these Actions are expected to be reported as Complete in a final (close out) report on the current Strategic Plan.
- 5.3. Seven Actions are not anticipated to be completed by the end of the current 2016-20 Strategic Plan ending on 30 June 2020. These are large and complex Actions, which are expected to take more than the four-year term of the Plan to complete, and/or rely on inputs from others, as set out below:

Theme	Action	Rationale
SMART	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.	Design work on the Paxton's Walk and Vaughan Place Stormwater and Public Realm Upgrade is being undertaken and will be completed in mid-2020 and will include engagement on the concept design with the building owners, strata and Ayres House, including community engagement.
GREEN	Continue the development of a waste, recycling and reuse approach for the city, together with an implementation plan, that meets the needs of our residents, businesses and visitors, and utilises smart technology.	By June 2020, CoA will deliver a draft waste approach to inform a longer-term strategy for the city (with continuous improvement). This action is at risk of not being completed in current Strategic Plan.
LIVEABLE	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.	This action will extend beyond the life of the current Strategic Plan due to the complexity of the project.
LIVEABLE	By 2020, commence works on the Central Market Arcade redevelopment.	September 2020 has long been the construction commencement date, which extends slightly beyond the timeframe of the current Strategic Plan. Considerable work towards this redevelopment has been completed and reported through the quarterly reporting process
CREATIVE	Surprise, delight and attract people by continuing to encourage and support dynamic and changing urban public spaces, heritage, art, laneways, streets, facilities and activities.	This action addresses major city infrastructure projects, often co-delivered in partnership with the State Government.
CREATIVE	By December 2020, Council will install a network of NBN-enabled interactive wayfinding stations to build on the current rollout.	As part of the 10-year City Deal for Adelaide this is unlikely to be deployed by 30 June 2020. Also note that the interactive wayfinding stations will be 10-Gig enabled rather than NBN enabled.
CREATIVE	Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District Plan.	The Market District Plan is a ten-year plan, not intended for completion by June 2020.

6. During Q2 five Strategic Plan objectives were updated with new data or commentary. The updates are identified in **Attachment A**.
7. With a new 2020-2024 Strategic Plan for the City of Adelaide due to be adopted by mid-2020, the final reporting period for the 2016-2020 Strategic Plan will be Q4 2019/20 (relating to April to June 2020). A final report detailing achievements during the term of the current Strategic Plan will be shared with Council at that time.

8. Once the 2020-2024 Strategic Plan is adopted by Council, a Four Year Delivery Plan is to be developed to support its implementation. This Delivery Plan will set out the activities Council will undertake to achieve Outcomes and deliver Key Actions under its new Strategic Plan.
9. Development of the Delivery Plan will provide an opportunity to reconsider those activities including ongoing operations which may not deliver Council's new strategic Outcomes, and question what we can stop doing, or do more of, less of, or differently.

ATTACHMENTS

Attachment A – Strategic Plan Progress Report - Quarter 2 2019/20

- END OF REPORT -

Second Quarter Report 2019-20

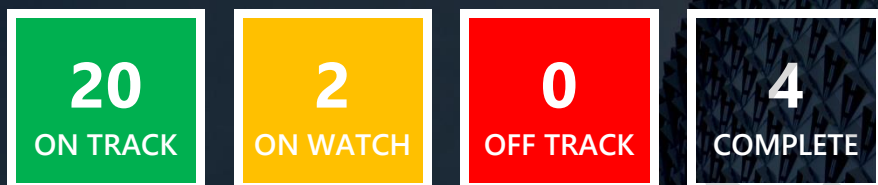
SMART
A SMART CITY WITH A
GLOBALLY CONNECTED
AND OPPORTUNITY
RICH ECONOMY

OBJECTIVES SUMMARY

The Smart theme has four objectives. Updated data was available for one of the objectives during the quarter.

ACTIONS SUMMARY

Of the 26 actions under Smart, 20 are On Track, two are On Watch, none are Off Track and four are Complete at end Q2 2019-20.



OBJECTIVE	UPDATE	STATUS
<p>BY 2020, OUR CITY'S ECONOMY WILL BE GROWING FASTER THAN THE AUSTRALIAN ECONOMY</p>	<p>UPDATED In the year to 30 June 2019 the city's economy (GRP) grew by 2.3% to \$19.45 billion. In comparison, South Australia's economic growth (GSP) was 1.4% and Australia's economic growth (GDP) was 1.9%</p> <p><i>Data source: National Institute of Economic and Industry Research (NIEIR) 2018, presented by economy.id; ABS catalogue 5204.0 - Australian System of National Accounts, 2018-19; ABS catalogue 5220.0 - Australian National Accounts: State Accounts, 2018-19</i></p>	<p>BASELINE: GRP growth 2.4% (June 2014) GDP growth 2.5% (June 2014)</p> <p>UPDATE ON OBJECTIVE: GRP growth 2.3% (Jun 2019) GDP growth 1.9% (Jun 2019)</p> <p>NEXT UPDATE: N/A DIRECTION OF CHANGE: favourable variance</p>
<p>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</p>	<p>The number of workers in the city has continued to increase from the baseline figure of 89,000 although at a slower pace compared to previous years. In 2018, there are an estimated 91,500 workers in the city on an average weekday.</p> <p><i>Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016; City of Adelaide City User Profile (CUP) Survey 2016; ABS, 'Regional Population Growth, Australia, 2014-15' (Cat. No. 3218.0)</i></p>	<p>BASELINE: 89,000 workers daily (2014) 5,055 city businesses (2014)</p> <p>UPDATE ON OBJECTIVE: 91,500 workers daily (2018) 5,196 city businesses (2016)</p> <p>NEXT UPDATE: 2020 DIRECTION OF CHANGE: favourable variance</p>
<p>WORKERS IN PROFESSIONAL AND TECHNICAL SERVICES, EDUCATION, FINANCE, TELECOMMUNICATIONS, CREATIVE AND MEDIA SECTORS WILL HAVE GROWN FROM 41,000 TO OVER 49,000</p>	<p>The number of workers employed by knowledge sector establishments fell by 12% from 40,279 people to 35,650 and is due to a decline in employment across all the knowledge industries. The largest decrease was in the Professional, Scientific and Technical Services sector (-1,968) and the Information, Media and Telecommunications sector (-1,802). This is likely to be due to the reduction in the city-based Telstra workforce and the reduction/amalgamation of internet service providers (ISPs) since 2014. <i>(Last updated Q2 2016-17)</i></p> <p><i>Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016</i></p>	<p>BASELINE: 40,700 workers in knowledge sectors (2014)</p> <p>UPDATE ON OBJECTIVE: 35,650 workers in knowledge sectors (2016)</p> <p>NEXT UPDATE: 2020 DIRECTION OF CHANGE: unfavourable variance</p>
<p>BY 2020, THE NUMBER OF STUDENTS IN THE CITY ON ANY GIVEN DAY OF THE WEEK WILL INCREASE FROM 39,000 TO 41,000</p>	<p>In 2017, there were approximately 43,000 students in the city on an average weekday. This represents a 7.5% decrease from the number of students in 2016 and could be due to the increasing prevalence of online courses and delivery modes that make it easier for students to study off-site. Nevertheless, student numbers of 43,000 continue to exceed the 2014 baseline of 39,200 students in 2014 and the target of 41,000. <i>(Last updated Q4 2017-18)</i></p>	<p>BASELINE: 39,200 students daily (2014)</p> <p>UPDATE ON OBJECTIVE: 43,400 students daily (2017)</p> <p>NEXT UPDATE: 2020 DIRECTION OF CHANGE: favourable variance</p>

OBJECTIVE	UPDATE	STATUS
	Data source: City of Adelaide City User Profile (CUP) Survey 2018; ABS, 'Regional Population Growth, Australia, 2016-17' (Cat. No. 3218.0)	

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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	Associate Director, Information Management	An additional metro Council has expressed interest and sought assistance in connecting to CoA. Discussions occurred about a joint collaborative project commencing, once the other Councils involved achieve the necessary prerequisites to connect to CoA, joint project discussions will commence.	ON WATCH
Assist businesses and institutions to attract talent by developing and making available collateral promoting Adelaide as a great place to work and live	Associate Director, Economic Development & Innovation	The Adelaide Investment Prospectus is being updated to support the Lord Mayor's visit to Texas in March 2020. InvestAdelaide.com.au has now transitioned onto City of Adelaide Website which brings with it new functionality. Thirty business stories were developed and promoted on www.investadelaide.com.au and on CoA social media. These stories are a strong generator of website traffic. Continued to maintain ongoing and regular engagement with external agencies and businesses to help industry development opportunities. These included but were not limited to Business SA, Property Council, DTTI, Australian China Business Council, Australian Hotels Association, Defence Teaming Centre and SA Small Business Commissioner.	ON TRACK
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	Associate Director, Economic Development & Innovation	A City of Adelaide representative attended the quarterly Board meeting in November 2019. CoA funding for Study Adelaide has supported the development of the following activities: (a) Develop a feasibility case study for the development of a career mentor program for graduates. This follows various discussions and activities to improve international students' employability and exposure to work opportunities. Case study to be presented at the first Board meeting in 2020 (b) The development of a campaign to promote the benefits of international education. The campaign would provide a narrative to key stakeholder groups outlining economic benefits to the State, investment and efforts made to recruit students and to achieve aggressive targets outlined in International Education 2030 plan. In December 2019, International education became the number one export for South Australia. In figures released by the ABS, international education was valued at	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth	Associate Director, Economic Development & Innovation	<p>\$1.921billion in 2018/19, just beating wine at \$1.914billion. The value of this sector grew by another 16% compared to the previous financial year.</p> <p>In Q2 the Business Capability Program continued to deliver a rolling calendar of events involving a range of engagements utilising business associations, business leaders, precinct groups, small-medium enterprises, start-ups and new business migrants.</p> <p>1) The Ten Gigabit Adelaide team hosted a Christmas event for the businesses using the network (Ten Gigabit Adelaide Community) to maintain business engagement and assist them benefit from the network. The event, which backed onto the Gouger St Party with the Adelaide Rally, was called "Get festive, FAST, with Ten Gigabit Adelaide and V8 Supercar Driver Time Slade". It provided attendees an opportunity to hear from V8 Supercar Driver, Tim Slade and the inner workings of V8 Supercar Team and how data drives their performance. Preparations for the official launch of the Ten Gigabit Adelaide Community in early 2020 are taking shape.</p> <p>2) In December the City of Adelaide sponsored the University of Adelaide e-challenge category "Social Enterprise" and delivered a speech positioning City of Adelaide as a city "designed for life" where emerging enterprise has a supportive ecosystem to grow and millennials are encouraged to consider living in the City.</p> <p>3) In November the City of Adelaide sponsored Southstart – Adelaide's tech and innovation conference. The three-day event at the Adelaide Convention Centre brought together the creative arts, business, social impact, university and entrepreneurial sectors in a collaborative environment for learning.</p>	ON TRACK
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	Associate Director, Planning Design & Development	The Gawler Place upgrade was completed in December 2019. Works in Bentham Street are expected to commence in the first half of 2020. Tavistock Lane upgrade will be undertaken in partnership with Kyren Group in early 2020. Tree planting in Wright Court will be undertaken in the first half of 2020, along with consultation and design work in Field Street upgrades to include changing the street into a one-way street. Design work on the Paxton's Walk and Vaughan Place Stormwater and Public Realm Upgrade is being undertaken and will be completed in mid-2020 and will include engagement on the concept design with the building owners, strata and Ayres House, including community engagement.	ON TRACK
Implement smart parking technology in selected areas across the City and North Adelaide to move towards an expiation-free environment	Associate Director, Information Management	Smart Parking technology including 'Park Adelaide' app successfully launched on 27 March 2019. Number of Users continues to grow and as at 10 October 2019 there were 15,829 total users; 10,369 registered customers have used the app to locate available parking and make payments; and 5,460 guest customers have used the app to locate available parking bays only.	COMPLETE

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Promote an international city brand that showcases the smart, liveable, green and cultural advantages of Adelaide	Associate Director, Marketing & Communications	The Smart Parking project was successfully delivered, and this action is now closed. Designed for Life campaigns, digital content, collateral and marketing material continues to be produced and distributed by Marketing and Communications. Brand Book, digital assets and other supporting documents currently being produced. New leadership in team has been tasked with greater permeation of the place brand internally within CoA and externally to other Adelaide organisations.	ON TRACK
By June 2018, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds	Associate Director, Information Management	This Action was reported as complete in Quarter 2 2018-19.	COMPLETE
Review Council's commercial operations to determine the best management models	Associate Director, Property & Commercial	Draft Needs Analysis for the Adelaide Aquatic Centre complete and currently undertaking community consultation to further inform the analysis and enable it to progress to completion. Services required within the centre and available operating models will be further defined based on the Needs Analysis findings. An Unsolicited Bid process is also progressing which could define future operating models for the Adelaide Aquatic Centre should Council determine it wishes to progress into Stage 3 of the Participation Framework.	ON TRACK
By June 2018, work with key stakeholders in main streets 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	Associate Director, Economic Development & Innovation	The City-Wide Business Model Project was presented to Council on 7 November 2019. Following this meeting, Administration has conducted a forum with the seven funded precinct groups and met with the Adelaide Business Collective and Rundle Mall Management Authority. A comprehensive communications strategy is being prepared to keep all stakeholders informed and provide a platform for feedback and suggestions moving forward.	ON TRACK
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	Associate Director, Economic Development & Innovation	Using an iterative approach and close interaction with the vendor the SMARTCBD minimum viable product was delivered. Additionally, the data has been represented in visualisations and will be available for sharing via the Economic Insights Dashboard in Q3 2019/20. Reporting on alignment with Retail Strategy outcomes and completion will be fulfilled in Q4 2019/20.	ON WATCH
Council will continue to liaise and work closely with NBN Co in support of the NBN roll-out across the City	Associate Director, Information Management	This Action was reported as complete in Quarter 1 2018-19.	COMPLETE
Council will work with key partners to facilitate a 10GB per second capable broadband network across the City and North Adelaide to all premises	Associate Director, Economic Development & Innovation	As at 31 December, TPG are on track to deliver Milestone 6 as per the contract.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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	Associate Director, Economic Development & Innovation	The migration of Invest Adelaide website into the new CoA template has been completed. Connection to new data sources has been established and the new visualisations have been built. Current reports on the dashboard have been updated and we are finalising the new reports that will be released during Q3.	ON TRACK
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	Associate Director, Economic Development & Innovation	The second quarter of the 2018/19 financial year was characterised by a continuing investor interest in Adelaide with also a strong focus on case management aftercare for existing and upcoming major development projects in the CBD. Offshore investors continue to be the main drivers of high value investment transactions in the City (and metro area) both from development and acquisition activity. Confidence in the Adelaide market from national and offshore investors remains strong on the back of continuing growth from the defence, biomed, interactive entertainment, creative digital and the international education sectors. However, ongoing deliberations with the Government land tax provisions have impacted on local investment activity and the levels of inquiry with the City of Adelaide and the commercial property market. There has been engagement with 7 new investment cases of varying scope and stages of development and aftercare processes applying to 13 existing investment cases which include strong liaison with builders and affected stakeholders on the impacts and interface of construction works with local environs.	ON TRACK
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	Associate Director, Economic Development & Innovation	A review was undertaken on the format of the Lord Mayor Roundtables and a revised option has been prepared for consideration. Continued to deliver a Business Capability Program with a rolling calendar of events. The events included a mix of hosted, sponsored and supported events which support the success of precinct groups, Small-Medium enterprises, start-ups and new business migrants. Partnering with the Australia China Business Council continued by offering the "China Business Ready" Program. To help businesses maximise the opportunities emerging with the growing Chinese Visitor Economy, CoA based businesses were offered eight workshops and webinars at discounted rates. The Business Advisors (Customer Program) continued to provide information and support to a mix of start-up and established businesses. Contributed to the development of industry led, creative industry sector strategies and worked with industry to integrate these ideas into the South Australian Government's "Growth State: our plan for prosperity initiative". Attended State Government's Creative Industry Engagement sessions to assist inform council's response to their consultation due on 28 February 2020. Developed and	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		promoted a story to promote the success of the Gaming Industry ecosystem in Adelaide.	
From 2016 to 2019, increase activity in underutilised premises by providing three years' financial support to Renew Adelaide	Associate Director, Economic Development & Innovation	Renew Adelaide focus was on the East End precinct this quarter, these included placing eyewear designer Coombs and Co at 249 Rundle Street, hot dog vendor Let's Be Frank at 260a Rundle Street, sleepwear fashion label Oosel at 18 Ebenezer Place, and fashion collaborative "202 Collective" opening in Rundle Mall. The precinct also saw Retro Room, a mid-century furniture retailer, graduate onto a commercial lease at 18 East Terrace. Other new businesses that are opening include Star Blaze, a nostalgic and retro collectables retailer, and Flaming Arrow, a creative arts production studio.	ON TRACK
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	Associate Director, Economic Development & Innovation	Built Heritage Management Promotion program tasks are well underway. These tasks include, but not limited to, sponsorship of the Modernism and Modernist SA Architecture 1934-1977 exhibition which was co-curated by Phillips/Pilkington Architects and the Architecture Museum at the University of South Australia, the build and soft launch of the online heritage places database on the City of Adelaide's website, the filming of three adaptive reuse of heritage places case studies and the photographic survey of the City of Adelaide's heritage listed places. The City of Adelaide was also confirmed to once again be a major sponsor of the South Australian History Festival in 2020.	ON TRACK
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	Associate Director, Planning Design & Development	This Action was reported as complete in Quarter 3 2017-18.	COMPLETE
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	Associate Director, Economic Development & Innovation	The International Engagement Plan has been completed as a draft, pending final edits to be completed following the adoption of the City of Adelaide Strategic Plan 2020-2024. This will ensure alignment with Councils' new strategic objectives and the plan will serve as a delivering mechanism.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Strengthen relationship with Study Adelaide via continued support from 2016 to 2020 to market Adelaide as an international student destination	Associate Director, Economic Development & Innovation	CoA continues to work with StudyAdelaide to develop initiatives and programs that promote Adelaide as a destination to study and live. StudyAdelaide has discussed with CoA the opportunity to create a "Campus Tour Product Development" program in conjunction with Flinders University and UniSA. The program would deliver a custom itinerary for potential international students and their families to holiday in South Australia and undertake tours of University campuses, city tourism experiences and information presented on living and studying in Adelaide. University of Adelaide will also be approached to seek interest.	ON TRACK
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	Associate Director, Economic Development & Innovation	Supported the implementation of the Low Carbon Council Road Map. Promoted the City of Adelaide Sustainability Incentives and Building Upgrade Finance Program to businesses as per the Market Development Plan (being developed by the Sustainability Program). The Sustainability Program are also partnering with the Property Council to deliver a boardroom lunch scheduled to be hosted by the Lord Mayor on 5 February 2020. Successfully attracted Fohat (Brazilian Micro-grid Energy trading platform) R&D facilities to SA with the company CEO now residing in Adelaide CBD.	ON TRACK
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	Associate Director, Customer & People	The draft Temporary Use of Public Space Policy was endorsed by Council in December for public consultation. This Policy will supersede multiple outdated policies and set the platform for further simplification of permit classifications, fees and processes.	ON TRACK
Provide input to future innovation-related initiatives on Lot Fourteen to influence best possible economic outcomes for the city	Associate Director, Economic Development & Innovation	Continued presence of Innovate Adelaide at Lot Fourteen, with increasing activity with State Government regarding roles and responsibilities between the two with small business out-growing/not landing in Lot Fourteen. As a result of attending a delegation visit to Massachusetts Institute of Technology (MIT) in November 2019, MOUs have been drafted between CoA & MIT (re Adelaide Living Lab) and CoA & Berklee (re Open Music Initiative). Outcomes will include CoA having access to the MIT Living Lab at Lot Fourteen and an opportunity to collaborate on economic development research projects. CoA's collaboration with the Open Music Initiative will complement Adelaide's UNESCO City of Music status and demonstrate a commitment to impactful innovation in the creative industries.	ON TRACK

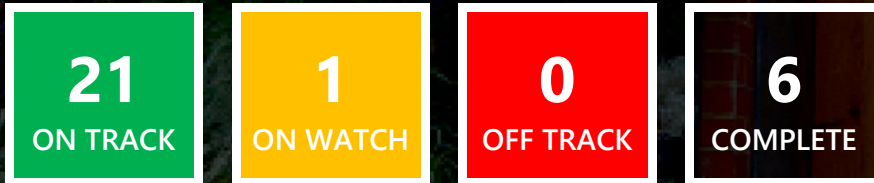
ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Work with our local and global partners through a range of projects and initiatives to build on the city-wide culture of entrepreneurship, start-ups and the commercialisation of research and ideas	Associate Director, Economic Development & Innovation	The Innovate Adelaide team is established and operational, with a strategy in place for the next twelve months and a plan established. A 3-5 year plan forward is being drafted.	ON TRACK
Work with partners to develop and implement a range of policies, programs and services to support business start-ups, business growth and business sustainability	Associate Director, Economic Development & Innovation	<p>Continued to deliver Business Capability Program with a rolling calendar of events incorporating various levels of business engagement such as business associations, business leaders, precinct groups, Small-Medium enterprises, start-ups and new business migrants.</p> <p>Continued to work closely with the Ten Gigabit Adelaide team to capitalise on investment attraction and opportunities to build business capability. To help value add to the network and those connected, we are shaping a Ten Gigabit Adelaide Community to maximise the project investment and the new network capacity. The value of this concept has been tested with the first 100 businesses connected to the network. Information captured confirms their interest. To maintain businesses engagement and the opportunity Ten Gigabit Adelaide offers we hosted a Christmas function which backed onto the Gouger St Party with the Adelaide Rally which was called "Get festive, FAST, with Ten Gigabit Adelaide and V8 Supercar Driver Time Slade" where attendees had an exclusive opportunity to hear from V8 Supercar Driver, Tim Slade and the inner workings of a V8 Supercar Team and how data drives their performance. Currently preparations are underway to launch the Ten Gigabit Adelaide Community officially in early 2020. The community will receive information and access to the latest data applications, services and opportunities via a variety of high-quality social events and unique networking opportunities. In the interest of supporting and fostering young Entrepreneurship in the City, the City of Adelaide sponsored the University of Adelaide e-challenge category "Social Enterprise" in December and delivered a speech positioning City of Adelaide as a city "designed for life" where emerging enterprise has the supportive ecosystem to grow</p>	ON TRACK

OBJECTIVES SUMMARY

The Green theme has five objectives. The commentary for three of the objectives has been updated this quarter.

ACTIONS SUMMARY

Of the 28 actions under Green, 21 are On Track, one is On Watch, none are Off Track and six are Complete at end Q2 2019-20.



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

OBJECTIVE	UPDATE	STATUS
CITY CARBON EMISSIONS WILL BE REDUCED BY 35% FROM THE 2006-07 BASELINE BY 2020	<p>UPDATED The greenhouse gas emissions inventories for the City of Adelaide community were finalised for Financial Years 2016 and 2017 and updated for Financial Years 2007 (base year), 2014 and 2015 to ensure consistency with the latest calculation methodologies and were reported to Council. This has shown a 15% emissions reduction achieved between 2007 and 2017.</p> <p>The overall reduction in emissions has been driven by a 37% reduction in stationary energy emissions, that is, emissions associated with the consumption of purchased electricity and natural gas. This demonstrates a decoupling of City of Adelaide community GHG emissions from the City of Adelaide Gross Regional Product which has increased by 35% over the same period. <i>(Last updated Q3 2017-18)</i></p> <p>The Community GHG Emissions Inventory will next be calculated for FY 2019-20 (and reported in 2020/21) to align with external reporting requirements. Data source: City of Adelaide Community GHG Emissions Inventory</p> <p><i>Data source: City of Adelaide Community GHG Emissions Inventory</i></p>	<p>BASELINE: 1,148 kt CO₂-e (2006-07)*</p> <p>UPDATE ON OBJECTIVE: 976 CO₂-e (2016-17)</p> <p>NEXT UPDATE: FY 2020-21 DIRECTION OF CHANGE: favourable variance</p> <p>* Revised from 1,175 kt CO₂-e to ensure consistency with the latest calculation methodology</p>
GREEN SPACE AND GREENERY IN THE BUILT-UP AREAS OF THE CITY WILL HAVE INCREASED BY 100,000 METRES BY 2020	<p>The baseline figure for green space and greenery comes from the Green Infrastructure Benchmark Data and Mapping project undertaken in 2015. Total green coverage is calculated by adding the total pervious area (total area minus total impervious area) to the area of tree canopy cover in built-up areas within the City. The built-up area of the City is the entirety of the City of Adelaide area minus the Park Lands</p> <p><i>Data source: City of Adelaide</i></p>	<p>BASELINE: 1,241,777.11 (2015)</p> <p>UPDATE ON OBJECTIVE: Not available</p> <p>NEXT UPDATE: 2020 DIRECTION OF CHANGE: not applicable</p>
BY 2020, AQUATIC NATIVE PLANTS ON THE TORRENS LAKE FLOOR WILL HAVE INCREASED FROM ALMOST ZERO TO 7,500 SQUARE METRES	<p>UPDATED Planting aquatic plants on the Torrens Lake floor was found to not be successful. A Torrens Lake Wetlands project is being investigated to install in-line wetlands to increase aquatic vegetation to help improve water quality, amenity, river health and provide a new recreational offering in the area.</p> <p><i>Data source: City of Adelaide</i></p>	<p>BASELINE: Almost zero (2015)</p> <p>UPDATE ON OBJECTIVE: Not available</p> <p>NEXT UPDATE: Late 2020 DIRECTION OF CHANGE: not applicable</p>
A DETAILED MEASURE OF REDUCTION IN KERBSIDE AND GENERAL WASTE WILL HAVE	<p>Council currently tracks kerbside waste and the proportion of recyclables. The scope of a suitable measure for kerbside and general waste reduction is being considered. Council has seen a small increase in waste going to landfill over the</p>	<p>BASELINE: To be determined</p>

OBJECTIVE	UPDATE	STATUS
BEEN DEVELOPED AND INFLUENCES OUR WORK	last 12 months because of providing waste services to an increasing number of medium to high density dwellings.	UPDATE ON OBJECTIVE: Not available NEXT UPDATE: TBA DIRECTION OF CHANGE: not applicable
A COMPREHENSIVE INTEGRATED WATER MANAGEMENT MEASURE WILL HAVE BEEN DEVELOPED AND INFLUENCES OUR WORK	UPDATED CoA is developing a Water Sensitive City Transition Plan. A water sensitive city is a liveable, climate ready city which uses a diverse range of fit for purpose water resources and infrastructure. CoA is running a series of internal and community capacity building activities to enable us to transition our operations and processes from business as usual to water sensitive.	BASELINE: To be determined UPDATE ON OBJECTIVE: Not available NEXT UPDATE: TBA DIRECTION OF CHANGE: not applicable

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Achieve adoption of sustainable commercial practices through incentives, purchasing approaches, waste services and regulation	Associate Director, Sustainability	No update as no activity was planned for Quarter 2.	ON TRACK
By 2020, Council's New Year's Event will send zero-waste to landfill and by 2018, clear guidelines will be developed for organisers of larger community events in Council-operated areas to achieve zero-waste and carbon neutrality	Associate Director, Sustainability	Using the City of Adelaide's Sustainable Event Guidelines, NYE 2019 showed leadership in reducing waste, energy and water, encouraging active transport and inspiring sustainable choices. Event actions taken include: <ul style="list-style-type: none"> - Promoting sustainable messaging throughout the event campaign and on the night - SA Fire appeal fundraising - Being plastic straw and balloon free - Using compostable food and drink packaging - Encouraging patrons to bring reusable containers and drink bottles - Providing multiple waste streams for patrons and vendors - Reducing cable-tie use and recycling any necessary cable ties - Reusing event signage and trialling new recyclable signage - Contracting local entertainers to provide children's activities that produce no landfill material and encourage interaction with nature - Engaging audiences with roving waste education performers 	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		<ul style="list-style-type: none"> - Educating the audience with waste warrior volunteers who assisted patrons with waste education - Providing free water refill stations for the audience, staff and artists - Encouraging active and public transport. <p>These sustainable actions delivered the following outcomes:</p> <ul style="list-style-type: none"> - 74% of materials (by volume) were diverted from landfill and fewer materials than previous years were sent to landfill - Of the diverted materials: <ul style="list-style-type: none"> • 25% of materials were composted locally; double the 2018 amount • 36% of materials were recycled with specialty recycling for cable-ties <p>Overall weights of all waste materials decreased significantly, around half of previous years. The City of Adelaide embraced the opportunity to engage skilled and passionate volunteers to assist the community by providing help in the information stand and waste education. Thirty-one volunteers generously gave their time; a 55% increase from 2018 and 4 of these were repeat NYE volunteers. Surveys at the event revealed that our community is progressive, committed to embedding positive, sustainable change, and that sustainable events are highly valued.</p>	
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	Associate Director, Public Realm	The Council Solution's waste services procurement process is on track to commence in July 2020. Final discussions for the transition are also underway with the new contractor. The technology provided by the new contractor will provide capability for us to further pursue this initiative.	ON TRACK
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%	Associate Director, Infrastructure	This Action was reported as complete in Quarter 1 2019-20.	COMPLETE
By December 2017, complete a procurement plan for all Council vehicles to be low or zero emissions	Associate Director, Public Realm	This Action was reported as complete in Quarter 3 2017-18.	COMPLETE
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 1,500 trees in the built-up areas of the City by June 2020	Associate Director, Sustainability	Data collection is underway to ensure that the space is available for tree planting. This includes service surveys and other physical restrictions; traffic surveys; detailed engineering surveys and design for impacts to stormwater.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
By June 2019, our procurement practices will reasonably require the environmental track record and/or credentials of suppliers, and estimates of carbon emissions of products and services	Associate Director, Sustainability	The review of the procurement policy and guidelines has commenced, which incorporates sustainability. Material procurement categories have been identified. The total for CoA's Scope 3 emissions for 2018/19 is 10,971 tCO ₂ e, with 1,444 tCO ₂ e from Category 1: Purchased goods and services (including water, paper, catering, IT, chlorine and fertilisers).	ON TRACK
By June 2020, all Council-owned and maintained public lighting will be converted to LED lights and smart lighting wherever possible	Associate Director, Infrastructure	The tender request for supply and installation of this year's LED Replacement Program is out to market for the delivery of the LED conversion - focussing on North Adelaide in 2019/20. Twenty-six additional streets are planned to be upgraded to LED streetlighting by June 2020.	ON TRACK
By June 2020, the energy requirement for all Council buildings will be sourced from low carbon or renewable energy sources	Associate Director, Sustainability	A 9.5year Power Purchase Agreement for renewable electricity for all City of Adelaide operations has been executed with the successful tenderer and will commence in 2020. The project will deliver emissions reductions of over 50% of operational greenhouse gas emissions and provide cost savings.	ON TRACK
Continue the development of a waste, Recycling and Reuse approach for the City, together with an implementation plan, that meets the needs of our residents, businesses and visitors, and utilises smart technology	Associate Director, Sustainability	The results of the City of Adelaide Waste Audits were presented to Council Committee and feedback was sought. Feedback gathered will be used to inform the direction of the waste programs (where opportunities have been identified) as well as the Waste and Recycling Management Strategy.	ON TRACK
Commit through to June 2020 to continue the Sustainable City Incentives Scheme, with annual reviews of incentive funding budget allocations	Associate Director, Sustainability	A major review of the SIS was completed in Q4 2018/19, considering technology and market developments, including falling technology prices and the emergence of other programs and rebates. Following the review, Council approved the recommended changes to the SIS to be implemented from July 2019. FY2018/19 Outcomes: <ul style="list-style-type: none"> • 127 approved applications • \$295,000 of rebates provided • Catalysed over \$2.7 million of community investment in the City of Adelaide • Leveraged \$9.14 for every \$1 spent FY19/20 Q1 & Q2 Outcomes: <ul style="list-style-type: none"> • 52 approved applications • \$126,000 of rebates provided • Catalysed over \$818,000 of community investment in the City of Adelaide • Leveraged \$6.49 for every \$1 spent 	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Continue to work with the State Government and other councils to reduce stormwater and other pollutants into the Torrens River catchment	Associate Director, Sustainability	Torrens Lake Rehabilitation Assessment was finalised and a report was provided to Council on Option 2 - Wetlands. Investigations into progressing Option 2 (Wetlands) has commenced. City of Adelaide continues to partner with the State Government on River Torrens Governance Project (ongoing) and River Torrens Water Quality Improvement Project (on-going). Feedback was provided to the Department of Environment and Water on its proposed governance model for the River Torrens. Carp removal and a survey of carp population density in the River Torrens was completed.	ON TRACK
Develop international trade, investment and tourism opportunities based on our green and clean reputation	Associate Director, Economic Development & Innovation	Promoted CoA green credentials via the creation and promotion of news stories. These covered investments made by businesses and projects Council is undertaking to activate green investment opportunities. Supported multiple investment leads which can support the growth of a CoA green economy. Maintained a working relationship with DTTI to foster lead development and ways to leverage Council's Sustainability Incentives and its commitment to being Carbon Neutral and waste minimisation policies. Supported and informed the Sustainability Team in the promotion of Building Upgrade Finance.	ON TRACK
Enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City	Associate Director, Sustainability	The planting of 300 native species appropriate for a River Red Gum Woodland as part of the Tainmuntilla (Park 11) Restoration Project is now complete. The priority listed woody weed tree removal has now been completed along Tainmuntilla (Park 11) in partnership with Botanic Gardens. This Action is now complete.	COMPLETE
Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City	Associate Director, Community & Culture	NYE 2019 was our most sustainable NYE event to date. Areas of focus were reduction in single use plastic on site via the single use plastic straw ban, provision of quench benches, compostable packing requirements placed on all food vendors, a team of 31 volunteers who assisted with sustainability (waste) education and information and with the correct disposal of waste on site with multiple streams for source separation and litter sweeps to reduce bundled waste and litter.	ON TRACK
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	Associate Director, Sustainability	City of Adelaide hosted the Carbon Neutral Adelaide Biannual Awards and the CitySwitch Green Office Program Awards. An Electric Vehicle (EV) Fleet Managers Forum to coincide with the World Solar Car Challenge was also held.	ON TRACK
From 2016, Council will commit ongoing funding for powerline undergrounding (PLEC) to assist with greening initiatives	Associate Director, Infrastructure	The PLEC project on Jeffcott Street has reached Practical Completion with all overhead powerlines now undergrounded. All property connections complete and public lighting installed. Council will continue to apply for PLEC funding as appropriate.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Identify opportunities for building adaptation and re-use that supports heritage aspirations while reducing carbon emissions and waste	Associate Director, Sustainability	The City of Adelaide continued to offer Building Upgrade Finance for environmental and heritage upgrades in the City of Adelaide. Agreement with the Property Council of South Australia was reached to hold a forum on Building Upgrade Finance in the city.	ON TRACK
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	Associate Director, Sustainability	Installation of solar PV on Adelaide Aquatic Centre, Adelaide Town Hall, UPark Topham and UPark Pirie/Flinders has been completed and commissioned.	ON TRACK
Improve the ecological value of watercourses and biodiversity in the Park Lands	Associate Director, Sustainability	The Biodiversity Monitoring Framework and the final Fauna Survey under the Integrated Biodiversity Management Plan have been completed. Implementation of Biodiversity Monitoring Framework, including partnership to monitor Chequered Copper Butterflies with Butterfly Conservation SA is ongoing.	ON TRACK
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	Associate Director, Sustainability	Carbon Neutral Adelaide Awards were held on 13 November 2019, at the U City building, a landmark 6-Star Green Star building. Winners were Enerven (Partner of the year, Low Carbon Economy Award), Downer EDI (Applied Innovation), SUHO (Leadership and Influence), and Jamie and Nick (Low Carbon Lifestyle). Other finalists included Allume Energy & Suntrix, Christie Walk, Fonzarelli, Finsbury Green, MyCar, Womadelaide, for their diverse contributions to our city's transition to a low carbon economy. The awards were presented by the Minister for Environment and Water, David Speirs, and the Lord Mayor Sandy Verschoor. The Electric Vehicle Forum for Business was held on Monday 22 October, as a component of the Carbon Neutral Adelaide program. Around 100 people attended who have roles related to fleet management in government and private sector. Speakers shared information about total cost of ownership models, case studies of EV in business and new commercial vehicles entering the markets, and there were 13 different models of passenger and commercial vehicles available on display and for test drives. This Action is now complete.	COMPLETE
Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City	Associate Director, Sustainability	The City of Adelaide supported the Elektrikana 'Come and try' event in the City that was held alongside the World Solar Car Challenge. An Electric Vehicle Forum was held for fleet managers where around 100 guests heard case studies, vehicle market insights and total cost of ownership considerations for electric vehicles. More than 12 models of cars were on display and available for test drives. This Action is now complete.	COMPLETE

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Reduce storm water run-off and pollution into the Torrens River through integrated catchment management and water sensitive urban design	Associate Director, Infrastructure	Brown Hill Keswick Creek (BHKC) Stormwater Project, realignment to assist in water management – Council will continue to fund our share of the BHKC project as our commitment to integrated catchment management and Water Sensitive Urban Design (WSUD).	ON TRACK
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	Associate Director, Planning Design & Development	Adelaide Design Manual - Greening technical standards are being finalised. Greening design for Grote Street upgrade to be included in tender for construction in March. Traffic and engineering survey planned for March to confirm impacts to residential streets. Ongoing liaison with community groups to finalise acquittals of green city grant funding.	ON TRACK
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	Associate Director, Planning Design & Development	The City Access Strategy Working Group is underway overseeing communication and engagement strategy for commencement in February. Whitmore Square Safety Improvements detail design tender is closing 14 January 2020.	ON TRACK
Work with local communities on public greening activities that will beautify streets and parks	Associate Director, Community & Culture	This Action was reported as completed in Quarter 1 2019-20.	COMPLETE
Work with partners to reduce mains water use through water sensitive urban design and increasing the use of recycled and reused water	Associate Director, Sustainability	The Smart Water Meter Project to deliver water meters at eight CoA sites to help identify opportunities to reduce potable water use, identify leaks and diversify supplies for non-drinking purposes has now been completed. The development of a Water Sensitive Urban Design (WSUD) Map for the CoA has been completed.	ON TRACK
Work with private property owners and the State Government to embed better environmental performance into new and existing developments	Associate Director, Planning Design & Development	The draft Planning & Design Code has been released for consultation by the State Planning Commission until 28 February 2020. Staff are currently preparing a response for council to consider before consultation closes. The draft response will review how the Code transfers across existing policy from the Development Plan into the new code and opportunities for improvement in environmental outcomes of development.	ON WATCH

LIVEABLE

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

OBJECTIVES SUMMARY

The Liveable theme has three objectives. Updated data was not available for any of the objectives in the quarter.

ACTIONS SUMMARY

Of the 24 actions under Liveable, 19 are On Track, one is On Watch, none are Off Track and four are Complete at end Q2 2019-20.

19
ON TRACK

1
ON WATCH

0
OFF TRACK

4
COMPLETE

OBJECTIVE	UPDATE	STATUS
<p>THE NUMBER OF PEOPLE LIVING IN THE CITY WILL HAVE GROWN FROM 23,000 TO 28,000 BY 2020</p>	<p>As at June 2018, the estimated resident population (ERP) of the city was 24,794 persons. This is 2.3% higher than the previous year and 10.0% higher than the baseline year of 2014. Population growth in the city continues to outpace the State's population growth. Between June 2017 and June 2018, population growth across South Australia increased by 0.58%.</p> <p><i>Data source: ABS, 'Regional Population Growth, Australia, 2017-18 (Cat. No. 3218.0)</i></p>	<p>BASELINE: 22,539 (ERP June 2014)</p> <p>UPDATE ON OBJECTIVE: 24,794 (ERP June 2018)</p> <p>NEXT UPDATE: Mid 2020 DIRECTION OF CHANGE: favourable variance</p>
<p>ADELAIDE WILL BE LISTED IN THE TOP THREE MOST LIVEABLE CITIES IN THE WORLD BY 2020</p>	<p>For the second year in a row Adelaide was ranked 10th in the Economist Intelligence Unit's (EIU) Global Liveability rankings.</p> <p>According to the latest EIU results, Adelaide's overall rating score was 96.6 (unchanged from 2018).</p> <p>Of the five categories of liveability assessed by the EIU measure, Adelaide continued to score lowest (94.2/100) in the area of culture and environment, which includes factors such as sporting availability, cultural availability and food and drink, and its highest scores (a perfect 100 for each) in the education and healthcare categories. The EIU liveability rankings relate to the entirety of Adelaide and not specifically to the City of Adelaide. <i>(Last updated Q1 2019-20)</i></p> <p><i>Data source: Economist Intelligence Unit, Global Liveability Ranking 2019</i></p>	<p>BASELINE: Ranked 5th (2015)</p> <p>UPDATE ON OBJECTIVE: Ranked 10th (2019)</p> <p>NEXT UPDATE: Not applicable DIRECTION OF CHANGE: unfavourable variance</p>
<p>CITY OF ADELAIDE RESIDENTS WILL HAVE WELLBEING ABOVE THE GLOBAL AVERAGE</p>	<p>During Quarter 2 2017-18, Council endorsed a change to the wellbeing objective from "A nation leading wellbeing and resilience measure will be applied and influences our work" to 'City of Adelaide residents will have wellbeing above global average'. This wording reflects the outcome of the PERMA+ survey undertaken with South Australian Health & Medical Research Institute (SAHMRI) in 2016 to contribute to the development of a baseline for residents' wellbeing. It also reflects the focus of Council's work to maintain resident wellbeing above the global average as articulated in the City of Adelaide's Wellbeing Roadmap.</p>	<p>BASELINE: PERMA+ score of 7.2 (September 2016)</p> <p>UPDATE ON OBJECTIVE: Not available</p> <p>NEXT UPDATE: Late 2020 DIRECTION OF CHANGE: not applicable</p>

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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	Associate Director, Planning Design & Development	This Action was reported as complete in Quarter 1 2017-18.	COMPLETE
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	Associate Director, Economic Development & Innovation	On 22 October 2019, Council resolved to prepare a policy on social and affordable housing. As part of the policy development, consideration will be given to all levers (including advocacy) that could be actioned by Council to influence the delivery of more affordable housing in the City. It is proposed that the Policy will be finalised mid-2020.	ON TRACK
By 2020, commence works on the Central Market Arcade redevelopment	Associate Director, Property & Commercial	Launch of the Central Market Arcade Redevelopment and associated signing of the Project Delivery Agreement with ICD Property was undertaken on 6 December 2019. Key stakeholders were updated following project launch with associated communications through on-site information, website, social media and media release. Design development process underway.	ON TRACK
By June 2020, 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	Strategy, Planning & Partnerships	This Action was reported as complete in Quarter 4 2018-19.	COMPLETE
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.	Associate Director, Infrastructure	We have a 3-year rolling program, which is considered as part of the Integrated Business Plan (IBP) planning process and is presented to Committee/Council for consideration and adoption prior to the new financial year. This Action is now complete.	COMPLETE
Deliver Council's core services efficiently and with brilliant customer service for a growing and increasingly diverse and multicultural community	Associate Director, People & Customer	The consolidated service directory and cost of service model was shared with Council at an informal gathering on 26 October 2019. Following that, a prioritisation model has been developed to identify services for review by conducting a high level opportunity analysis of each service, highlighting those services which may provide value or efficiency opportunities if reviewed.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy	Associate Director, Community & Culture	This quarter a revised Concept Plan for Golden Wattle Park and a revised chapter of the applicable Community Land Management Plan was supported by the Adelaide Park Lands Authority. A design contract was awarded for the new City Skate Park in Gladys Elphick Park and community and stakeholder engagement was undertaken to inform the development of a Concept Plan.	ON TRACK
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	Associate Director, Community & Culture	A total of 973 hours and 249 trips were delivered to CoA residents through CHSP in home services. A community led SALA exhibition was held at the Adelaide South West Community Centre. Council participated in Zestfest, offering market tasting and forest bathing experiences, and Mental Health Week with Tai Chi at the North Adelaide Community Centre. 332 volunteers are registered with CoA from diverse cultural backgrounds and age groups. The NYE sustainability education role attracted 32 volunteers, with 60% under the age of 30 and 85% born in countries other than Australia. The Community Resilience Leaders program attracted 22 volunteers, with 30% being under the age of 30 and 60% born in a country other than Australia. The Access and Inclusion Advisory Panel met in December with a site visit of Rymill Park to discuss the Masterplan and Quentin Kenihan Inclusive Playspace case study. An Emergency Preparedness awareness campaign was run with a focus on heatwaves. Educational activities with partners from SES were held at Council locations. 27 Community Resilience Leaders have been recruited and begun their training in emergency preparedness and resilience. Three engagement sessions were held with multicultural community groups and service providers to determine how Council can support community groups to thrive in the City. A report to Council endorsed the allocation of \$25,000 to further explore key themes, continue engagement with the community and identify further activity for 20/21. Integration of the Social Infrastructure Audit with City Plan project was commenced in this quarter. Over 5,000 people attended Library programs, including the History Hub run photograph scanning and archiving training, and hosted programs including the State Records of South Australia historical stories from SA Railway's employee history sheets. Feast Festival 2019 was celebrated through workshops, seminars and an exhibition by gay, disabled fibre artist Richard Boyle AKA The Gay Hooker. Through the Lens photography exhibition, delivered in partnership with Office for the Ageing, celebrated the skills of older South Australians and promoted active ageing. Female Archetypes, delivered in partnership with the Adelaide Festival Centre, featured iconic costumes from the Performing Arts Collection. History Hub display 'Adelaide On The Town' showcased objects and photographs of moments of celebration and enjoyment in the City from the Archives. Music in the Library program featured local	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		<p>artists Steve Lennox, Jen Lush, L.R. Marsh and Richard Coates. Activities for National Nutrition Week included education and engagement with nutritionists from Flinders University. Fusion Cafe at the Adelaide Aquatic Centre was supported in implementing changes to offer healthier choices. Mental Health Week 2019 included a Festival of Now event in Light Square/Wauwe, in partnership with Mental Health Coalition SA, that attracted 750 people, and Thinking Outside the Box social event at the Box Factory Community Centre, which was developed by young people and attracted around 50 young people and local residents for a variety of activities. A Lord Mayor's Christmas Lunch, a City of Adelaide Suffrage 125 Honor Roll and a feature in Adelaide Living celebrated the 125th Anniversary of Women's Suffrage in SA. The Community Development Grants Program received 12 enquiries for Minor Grant funding in Round 2, with five grants receiving funding. \$84,990 worth of Quick Response and Minor Grants have been approved with \$50,788 remaining for future round applications.</p>	
<p>Encourage City living by understanding the demand drivers and developing a distinctive City living promotion campaign that builds on the Already Home campaign</p>	<p>Associate Director, Economic Development & Innovation</p>	<p>Stage 2 of the City Living Campaign was delivered throughout September and October 2019. Components include outdoor screens, billboards, commuter screens, Google search & display ads, social and digital media. A post campaign report for the Stage 2 campaign burst (September/October) has been analysed and informed the approach for the Stage 3 City Living campaign burst in February/March 2020. A City Living video was delivered in December 2019 as part of Stage 3 and is being screened at the Adelaide International Tennis event and will continue to be used throughout February/March.</p>	<p>ON TRACK</p>
<p>Encourage growth in the full range of residential property development in a mixed-use environment in a manner that respects the human scale and different characters of districts in the City</p>	<p>Associate Director, Economic Development & Innovation</p>	<p>Council endorsed the preparation of a social and affordable housing policy on 22 October 2019. Alternative housing delivery models may be identified as part of this work. In addition, progress has been made on the apartment development activity dashboard via Pathway and PowerBi. A working draft is available for internal use and ongoing refinement, subject to budget. The apartment development activity dashboard will assist in monitoring and analysing the types of residential development occurring in the City with the view to assisting with market analysis and policy development.</p>	<p>ON TRACK</p>
<p>Encourage the State Government to improve public transport to promote greater patronage, including continued investment and expansion of the free City Connector Services</p>	<p>Associate Director, Planning Design & Development</p>	<p>The City Access Strategy is underway - information is currently being collated and analysed with engagement due to commence in early 2020. The strategy is due to be completed in mid-2020. Improvements to public transport will be considered during the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.</p>	<p>ON TRACK</p>

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Enhance the role of the Park Lands in increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities	Associate Director, Community & Culture	The Recreation and Sport Grants Program saw two Community Programs, five Quick Response and two Community Facilities grant applicants receive funding. The Draft Golf Links Master Plan is currently under review. Golf trends are being reviewed to identify positive trends and maximise visitation via a staged implementation of the master plan.	ON WATCH
Explore opportunities in Council's current property holdings and pursue strategic opportunities to lead or partner in future property developments	Associate Director, Property & Commercial	Strategic Property Review outcomes including assessment approach, city shaping activities and key short-term opportunities presented to Elected Members at an informal session in late October 2019. Consultant report in the process of being finalised for presentation to Elected Members. Council endorsed a proponent to progress into the 88 O'Connell Street Stage 3 of the RFDP process. The Administration will work with the proponent to finalise the Heads of Agreement design requirements as requested by Council and to progress the Development Agreement prior to the State Government requirement (May 2020) as per the funding deed arrangement.	ON TRACK
In partnership with the State Government, explore the possibility of redeveloping Currie-Grenfell streets as a public transport boulevard to cater for increased demand	Associate Director, Planning Design & Development	The City Access Strategy is underway - information is currently being collated and analysed with engagement due to commence in early 2020. The strategy is due to be completed in mid-2020. The future development of the Currie-Grenfell corridor as a public transport boulevard will be considered during the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.	ON TRACK
Increase participation by the broadest range of residents in the community life of their neighbourhood	Associate Director, Community & Culture	The Community Centres are continuously responding to ideas from the local community and this past quarter have directly responded to requests for more sustainable workshops and initiatives in local neighbourhoods. The Adelaide South West Community Centre hosted a seasonal low waste gift and wrapping workshop that had 13 people in attendance including seven young people through partnering from Headspace, and the Centre has become a host for two community-based recycling initiatives. The Box Factory Community Centre ran a children's paper Christmas tree workshop using recycled materials that had over 20 children and parents attending, and staff have been actively exploring the idea of community composting alongside community. Finally, North Adelaide Community Centre staff have been working with KESAB to develop an exciting "Circular Economy" recycling and waste bus tour for City and North Adelaide residents.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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	Associate Director, Planning Design & Development	The North-South Bikeway is progressing as planned, with two sections of shared path in North Adelaide (Parks 6 and 12) completed in November 2019. Planning for the next stages is progressing: <ul style="list-style-type: none"> - Detailed design work for Brougham Gardens shared path is underway. - Negotiations are underway with third-party developers to plan the first phase of construction for the Frome Street (North Tce-Rundle St) section. The City Access Strategy is underway - initial information collation has commenced and engagement with stakeholders and the wider community will occur in early 2020. Completion of the strategy is expected in mid-2020.	ON TRACK
Plan and seek partnerships for major City infrastructure projects, including cycling corridors, major transport routes and laneways	Associate Director, Planning Design & Development	The City Access Strategy is underway, in partnership with DPTI. Communication and engagement plans will commence in February 2020. Smart Move Implementation Plan outcomes including traffic and pedestrian movement data to be completed in February to inform the City Access Strategy.	ON TRACK
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	Associate Director, Planning Design & Development	A draft Council Heritage Strategy and Action Plan was endorsed for consultation by Council on 19 November 2019. Consultation will occur in early 2020 with the intent to present a final strategy and action plan to Council for adoption in April/May 2020. The delivery of the 2019/2020 Heritage Promotion Plan has delivered new case studies on re-use of heritage places and has in progress a photographic survey of all heritage places in the City of Adelaide (around 2500 places).	ON TRACK
Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience	Associate Director, Community & Culture	This Action was reported as complete in Quarter 2 2018-19.	COMPLETE
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	Associate Director, Planning Design & Development	The City Access Strategy is underway - information is currently being collated and analysed with engagement due to commence in early 2020. The strategy is due to be completed in mid-2020. The future development of movement networks in the Park Lands to meet the needs and expectations of the growing high-density communities in adjacent suburbs will be considered during the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.	ON TRACK
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	Associate Director, Community & Culture	A series of conversations with young people from universities and City-based schools were conducted to inform a co-design process for developing 'Welcoming Spaces for Young People'. In December Council endorsed improvements to lighting and the development of a CCTV rebate scheme in response to community concern raised	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		with Council about safety in the Chinatown and Market District. A thorough review of safety in the area was conducted including trader consultation, an audit with perceptions of day and night safety with Chinatown representatives and a technical lighting audit. Four AEDs from inside the Community Centres and Hutt Street Library were moved to nearby locations in December to provide 24/7 resident access.	
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	Associate Director, Planning Design & Development	The City Access Strategy is underway - information is currently being collated and analysed with engagement due to commence in early 2020. The strategy is due to be completed in mid-2020. The future development of the light rail network in the city will be considered during the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.	ON TRACK
Work with the State Government to address housing affordability, including diversity of dwelling stock, and deliver a range of initiatives such as adaptive building re-use and new building technologies	Associate Director, Economic Development & Innovation	The report on "Social & Affordable Housing in the City" was considered by Committee on 15 October 2019. An amended recommendation was adopted by Council on 22 October 2019 which supported the preparation of a social and affordable housing policy but removed reference to undertaking additional research. A Project Team and preliminary timeline has been established to deliver the Policy and the first Project Team meeting is scheduled for early February 2020.	ON TRACK
Work with the State Government, community leaders and community organisations to support vulnerable members of the community	Associate Director, Community & Culture	Delivered Homeless and Vulnerable People Project by ensuring that City-based social services are made aware of people at risk/experiencing homelessness in the public realm and working with to achieve the best outcome. The CoA Quick Guide to Homelessness Services in the City was updated with information on available social services for people at risk/experiencing homelessness. Participation in Mental Health Week 'Festival of Now' event, distributing information on community centres functions and events. The Adelaide Zero Project continues to deliver outcomes of the strategic partnership. Council has allocated further funds to support work that is being developed through the Project Steering Group: a business case for an Inner City Services Hub including stronger coordination of services; and to increase the responses to Aboriginal mobility into the City of Adelaide and support for groups of Aboriginal people who use public spaces.	ON TRACK

CREATIVE

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

OBJECTIVES SUMMARY

The Creative theme has five objectives. Updated data was available for one of the objectives in the quarter.

ACTIONS SUMMARY

Of the 32 actions under Creative, 23 are On Track, three are On Watch, none are Off Track and six are Complete at end Q2 2019-20.

23

ON TRACK

3

ON WATCH

0

OFF TRACK

6

COMPLETE

OBJECTIVE	UPDATE	STATUS
ATTENDANCE AT FESTIVALS AND EVENTS IN THE CITY AND PARK LANDS WILL HAVE GROWN BY 5% BY 2020	<p>According to the latest event attendance figures available, there were an estimated 6.77 million attendances at festivals and events in the city in 2018-19 (averaged over two years). This represents a growth of 20.4% or 1.15million attendances from the baseline.</p> <p>The latest increase has been driven by a markedly greater attendance figure for the Adelaide Fringe Festival 2019. <i>(Last updated Q1 2019-20)</i></p> <p><i>Data source: City of Adelaide; Adelaide Oval Stadium Management Authority</i></p>	<p>BASELINE: 5.62 million attendances (average of 2013-14 and 2014-15)</p> <p>UPDATE ON OBJECTIVE: 6.77 million attendances (average of 2017-18 and 2018-19)</p> <p>NEXT UPDATE: Not applicable DIRECTION OF CHANGE: favourable variance</p>
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	<p>This measure captures the level of active participation in arts and cultural activities in the city. The data is collected through the City of Adelaide's annual City User Profile (CUP) Survey, which asks city users (people who are in the City on the day of the survey) whether they had actively participated in any of a specified range of activities in the city in the preceding 12 months. These activities include creating music, participating in a theatre/dance/performance/event, parade or show, visual arts and craft and creative writing and is based on the Australian Council of Arts definition of active participation.</p> <p>The 2019 CUP Survey found that the number of city users who actively participated in arts and cultural activities remained at 15%. This is lower than the level of participation recorded in 2017 (18%) and is also marginally lower than the baseline level of 16% in 2016. <i>(Last updated Q4 2018-19)</i></p> <p><i>Data source: City of Adelaide City User Profile (CUP) Survey 2019</i></p>	<p>BASELINE: 16% (2016)</p> <p>UPDATE ON OBJECTIVE: 15% (2019)</p> <p>NEXT UPDATE: Not applicable DIRECTION OF CHANGE: unfavourable variance</p>
BED NIGHTS SPENT IN ADELAIDE BY INTERNATIONAL AND DOMESTIC VISITORS WILL HAVE GROWN FROM 8.1 MILLION TO 9 MILLION BY 2020	<p>UPDATED In the year to June 2019, the number of international and domestic visitor nights spent in the city pushed 9.85 million and is 3.0% higher than the same time last year. The number of visitor nights to the city has increased from the baseline figure of 8.1 million and continues to exceed the target of 9 million visitor nights.</p> <p>The growth over the year was driven by a higher number of domestic visitor nights, which increased by 20.5%. In comparison, international visitor nights fell by 17.7% during the same period.</p> <p><i>Data source: Tourism Research Australia, unpublished data</i></p>	<p>BASELINE: 8.059 million (June 2014)</p> <p>UPDATE ON OBJECTIVE: 9.849 million (year to June 2019)</p> <p>NEXT UPDATE: Not applicable DIRECTION OF CHANGE: favourable variance</p>

OBJECTIVE	UPDATE	STATUS
<p>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</p>	<p>The results of the 2019 City User Profile (CUP) survey show that the rating out of 10 for agreement with this statement is 8.0. This is lower than the 8.3 recorded in 2018 and lower than the baseline figure of 8.4 recorded in 2015. <i>(Last updated Q4 2018-19)</i></p> <p><i>Data source: City of Adelaide City User Profile (CUP) Survey 2019</i></p>	<p>BASELINE: 8.4/10 (2015)</p> <p>UPDATE ON OBJECTIVE: 8.0/10 (2019)</p> <p>NEXT UPDATE: August 2020 DIRECTION OF CHANGE: Unfavourable variance</p>
<p>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</p>	<p>The number of people visiting the City each day for these purposes continues to increase and has exceeded the target of 117,000 by 2020. In 2018, there were an estimated 156,900 people in the City for shopping, leisure or entertainment on an average weekday. <i>(Last updated Q4 2017-18)</i></p> <p><i>Data source: City of Adelaide</i></p>	<p>BASELINE: 111,141 (2014)</p> <p>UPDATE ON OBJECTIVE: 156,900 (2018)</p> <p>NEXT UPDATE: Early 2020 DIRECTION OF CHANGE: Favourable variance</p>

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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	Associate Director, Planning Design & Development	The City Access Strategy is underway - information is currently being collated and analysed with engagement due to commence in early 2020. The strategy is due to be completed in mid-2020. The future location of the interstate rail station will be considered during the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.	ON TRACK
Attract and support artists and cultural entrepreneurs to develop commercial opportunities	Associate Director, Community & Culture	<p>The Splash Adelaide season for 2019/20 opened on 3 October 2019 with the launch of a refreshed logo, new website and the introduction of the Splash Adelaide Ideas Hub. The Ideas Hub visited 88 O'Connell Street, Hindmarsh Square, Hutt Street, Light Square, Whitmore Square and Victoria Square, and offered the community an opportunity to share their ideas for the City with the Splash Adelaide Team. In total, over 250 ideas have been shared with the Splash Adelaide team to date. These ideas will be reviewed in early 2020 and a number of projects will be selected to roll-out as the year progresses.</p> <p>36 East End businesses participated in Vogue Festival 2019 on 18-19 October with a special in-store experience and/or shopping offer. The on-street experience included live music, social moments as part of an Instagram competition, a Sparkling Oyster Bar outside Eros Kafe, a pop-up party in Ebenezer Place including local fashion market stalls and twilight markets delivered by the Belgian Beer Cafe. Additionally, a ticketed Q&A for emerging designers with Paul Vasileff of Paolo Sebastian was held at Chateau Apollo as well as a special screening of fashion film "McQueen" at Palace Nova.</p> <p>Lighting of the Christmas Tree and Christmas Lights, Festive Nights ten-day activation was delivered successfully with significant increases in attendance and positive feedback received. Post event reporting and analysis is being undertaken in late January 2020.</p> <p>A program of events and activities have continued to be delivered on 88 O'Connell Street this year, which has seen approximately 31,000 people visit the site. Events included support for Stage 1 of the Tour Down Under, the History month installation, numerous school holiday activities, Halloween movie night and most recently the Christmas Markets and movies.</p> <p>The Business of Being Creative (TBOBC) 2019 cohort continues to be supported by collaborative partners Carclew, Flinders University New Venture Institute and Guildhouse. The Helpmann Academy sought applications for its Elevate Mentorship Program, four places are directly funded by TBOBC. Partner and participant highlights, outcomes, and reflections are now being sought to inform the next iteration of the program.</p>	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Attract people from around the world, especially from China and India, to spend more time and experience more hospitality activities in the City	Associate Director, Economic Development & Innovation	<p>During Q2 the Visitor Growth team, through the International Relations unit, coordinated the following activities with Sister City partners – Qingdao, Jinan, Austin, Christchurch:</p> <ul style="list-style-type: none"> • Associate Director and International Relations & Engagement Advisor participated in a SA Government led delegation to a Sister State conference in Jinan, Shandong. The delegation attended a Trade Expo which included SA producers and exhibitors. • Following the visit to Jinan the team travelled to Qingdao to attend the Qingdao International Friendship cities conference to represent the City of Adelaide and attended an Import Expo, ceremonial activities and presentations. Further meetings were held with Qingdao Red Lions Football Club, Qingdao City Council representatives regarding lighting displays and Hi-Sense technology company. • In October Vogue Fashion Festival and City of Adelaide hosted Matt Swinney from Austin Fashion Festival as part of the Sister City reciprocal hosting exchange around home grown fashion creators and makers. • In November the Lord Mayor and City of Adelaide representatives travelled to Christchurch to unveil new Adelaide designed artwork at the Sister City garden. A three-day program of ceremonies and council meetings supported the visit to Christchurch – activities included tour of city development sites post-earthquake and a meeting with 'Christchurch NZ', an agency set up to promote the region. 	ON TRACK
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	Associate Director, Community & Culture	The review of the Community Land Management Plans will be progressed in 2020.	ON WATCH
By December 2020, Council will install a network of NBN-enabled interactive wayfinding stations to build on the current roll out	Associate Director, Economic Development & Innovation	The City Deal is still in the negotiation stage with clarity of the City Deal project scopes still being determined. The reference to NBN is now superseded with the near-completion of the Ten Gigabit project installation. Ten Gigabit Adelaide will now be the infrastructure used to support any potential interactive kiosks.	ON TRACK
By June 2017, develop an Arts and Culture Strategy	Associate Director, Community & Culture	This Action was reported as complete in Quarter 3 2017-18.	COMPLETE
Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions	Associate Director, Infrastructure	The Gawler Place project has achieved Practical Completion. A public opening ceremony for the space has been held and the upgrade is available for public use. This Action is now complete.	COMPLETE

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Consider policy de-regulation to allow more interesting temporary opportunities in private buildings	Associate Director, Planning Design & Development	Council has worked collaboratively with DPTI on the implementation of the Planning & Development Code transition. Council provided submissions on the various discussion papers and used this process to raise ongoing issues relating to 'temporary change of land use' process and how the legislation could be improved to allow more interesting temporary occupation. This Action is now complete.	COMPLETE
Identify opportunities to use specialised lighting to showcase the City's unique attractions, character and heritage	Associate Director, Planning Design & Development	The Lighting Master Plan has been presented to APLA and Council Committee. Feedback has been incorporated into the Final Draft for Council Q3 2019/20. A decorative lighting project has been completed in Grote Street (in front of Cumbia) and in Whitmore Square. Decorative lighting projects will be implemented in Hurtle Square and in Hindley Street in Q4 2019/20.	ON TRACK
Increase public art and cultural expression in private development by using planning levers and requirements	Associate Director, Planning Design & Development	The draft Planning & Design Code has been released for consultation by the State Planning Commission until 28 February 2020. Staff are preparing a draft response to be presented to Council before this date. The response will consider opportunities to improve policy that seeks the incorporation of public art in new development.	ON WATCH
Partner with cultural institutions to increase visitations in the City and Park Lands	Associate Director, Community & Culture	Three new strategic partnerships developed supporting the exhibition and community programming for public art and the incubation of creative practice. These include partnership with the Adelaide Festival for the presentation of A Doll's House, the free public art centre-piece of the Festival's 60th anniversary; partnership with Guildhouse to deliver ArtWorks across the Adelaide Town Hall first floor foyer, Manukurri-api Kuu, ArtPOD and City Library; and partnership with The Mill's Residency Program supporting the development of emerging artists.	ON TRACK
Promote and showcase multiculturalism and Aboriginal culture and support local organisations to express this heritage	Associate Director, Community & Culture	All 2019 actions have been successfully delivered in promoting and showcasing multiculturalism and Aboriginal cultures and furthermore the extended support to local organisations to express this heritage has been successful. In relation to Kaurna-led Stretch Reconciliation Plan initiatives, these actions are on track as per Stretch RAP 2018-2021 Implementation Progress Report – July to December 2019, presented and highlighted to the City of Adelaide Reconciliation Committee on 4 December 2019.	ON TRACK
Promote our UNESCO Live Music accreditation to attract more opportunities for new live music venues	Associate Director, Community & Culture	Asia Pacific Creative Cities Conference: Adelaide Festival Centre Trust and City of Adelaide partnership, with over 200 delegates attending from 34 Cities from across 15 countries, including 20 from the Asia-Pacific UNESCO Creative Cities Network (UCCN). UNESCO banners were displayed in 36 sites in Grote Street during the Conference. City of Music Laneway Naming project: Implementation commenced and development of artwork to add to the experience of four laneway names, celebrating the music and creative contributions of here the South Australian Music	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		<p>icons: Paul Kelly, Cold Chisel, Sia Furler and The Angels. South Australian artist Jasmin Crisp has been selected to develop the designs of the mural art for the Sia Furler Lane to be installed in partnership with Rockford Hotel on Morphett Street. Music in the Square: three events were delivered in Hindmarsh Square featuring six bands/artists including Oopsie Daisy, The Empty Threats, Diamond Skies, Stellie, Stacy Says and Bermuda Bay. Adelaide Town Hall Organ concert: over 800 people attended the October concert featuring international organist, Simon Nieminski. Lord Mayor's Xmas Gala on 8 December: music performances included Louise Blackwell, Women with Latitude choir, Julian Ferraretto and The McCall Sisters. Live Music Backline incentive scheme: Council approved \$18,000 pilot scheme to assist city venues to provide bulky backline equipment to musicians.</p>	
<p>Provide support to key festivals and organisations to assist them in offering events and activities that attract visitors to the City</p>	<p>Associate Director, Economic Development & Innovation</p>	<p>The contract negotiation cycle has continued with consideration to recommendations included in the independent review. Benefit delivery and leveraging activities have continued. Alternative options to fund small/medium scale multicultural events and festivals were explored and has been resolved that the Glendi Greek Festival, Lunar New Year Street Party and Indofest will now be required to seek opportunities through the Community and Culture Grants Program from 2020/21.</p>	<p>ON TRACK</p>
<p>Pursue completion of the North Terrace Boulevard, focusing on the evolving health and biomedical precinct and the Riverbank precinct</p>	<p>Associate Director, Planning Design & Development</p>	<p>North Terrace West Concept Plan tabled at Capital City Committee (CCC) and distributed to City Access Strategy team. Continued liaison with Renewal SA for Lot 14 public realm.</p>	<p>ON TRACK</p>
<p>Streamline Council processes for events to be hosted in the City and better enable City businesses to benefit from these events</p>	<p>Associate Director, Community & Culture</p>	<p>Work is currently being undertaken to understand from internal stakeholders what they believe is working well with the current APLEMP and where there are challenges. Planning for the new iteration of the APLEMP will commence in line with the Strategic Plan 2020-2024.</p>	<p>ON WATCH</p>
<p>Support businesses, community groups and individuals to grow their contribution to the creative, cultural and artistic life of the City</p>	<p>Associate Director, Community & Culture</p>	<p>Highlights of the delivery of the Public Art Action Plan included: Genius loci exhibition, installed in Adelaide Town Hall 1st Floor Gallery and Manukurri-api Kuu, curated by CoA's Curator; and Summer Studio Residency with artist Deborah Prior, transforming the Art Pod space into a working artist studio. Public Art support and advice was provided for the Quentin Kenihan Playspace, skate park, Market to Riverbank project, Terrance Plowright sculpture and the potential donation of a Place of Courage memorial. The Creative and Cultural Vitality Dashboard was endorsed by Council in December. The Dashboard enables an understanding of the impact of creative and cultural activities in City including cultural, social, economic and environmental outcomes. Arts and Cultural Grants: Seven Quick Response Grants</p>	<p>ON TRACK</p>

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		awarded for the delivery of: Test Fest Adelaide, 4th Ghan International Film Festival Australia (GIFFA), Symbiotic Crossroads as part of Fringe, Loy Krathong - The Festival of Light 2019, Fringe Street Art Explosion 2020, Play / Pause / Play Heaps Good 50 listening party celebrating SA Music, and Expressions Media live music event at the Vault on Hutt St. One Cultural Promotion Grant awarded to support creative mentoring, marketing and branding strategy for Erin Fowler Projects Company Launch. Quarterly forum (Culture Club) Amplifying Adelaide's Creativity: Panellists Anne Wiberg (Music SA), Becc Bates (Department for Innovation and Skills), Nara Wilson (South Australian Film Corporation) and Peter Drew (Visual Artist) outlined opportunities and challenged conventional thinking about obstacles for our creative practitioners and creative industries. The audience of 65 enjoyed the dynamic discussion, networking and music by the Lazaro Numa Duo. Feedback gathered informed the Council's Strategic Plan 2020-2024.	
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	Associate Director, Economic Development & Innovation	During Q2 Visitor Growth team met with Adelaide Convention Bureau (ACB) to discuss a number of initiatives outlined in the Partnership agreement including: (a) the use of Adelaide Designed for Life branding in ACBs bid documents, marketing materials and website. (b) the development and implementation of the Delegate booster kit which will encourage conference delegates to linger longer in Adelaide. Met with ACB to discuss CoA involvement in their major inbound PCO/Event organiser conference "Destination SA" in March 2020. CoA will participate as a seller delegate and promote Town Hall, North Adelaide Golf Course, Visitor Services and city services i.e. park lands, banners, city dressing etc. Ongoing discussions with ACB regarding China Incentive groups to Adelaide in 2019/20 and the services CoA can provide. CoA responded to support ACB with one large incentive group bid request planned for 2022.	ON TRACK
Surprise, delight and attract people by continuing to encourage and support dynamic and changing urban public spaces, heritage, art, laneways, streets, facilities and activities	Associate Director, Planning Design & Development	The NYE 2019 event was successfully planned and delivered. The event attracted its largest audience in excess of 80,000 people over the duration. The diverse program of entertainment at both the Kids Zone and on the main Elder Park stage as well as the increased sustainability measures were highlights of this year's event.	ON TRACK
Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District Plan	Associate Director, Economic Development & Innovation	The Market District Reference Group were invited to attend the Lord Mayor's Open Forum in October 2019 which provided an update on the Market Arcade redevelopment, 88 O'Connell Street and Splash Adelaide 2.0.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
Work in partnership with key stakeholders to attract a winter music festival by June 2018.	Associate Director, Community & Culture	This Action was reported as complete in Quarter 2 2018-19.	COMPLETE
Work with businesses and other partners to bring creativity and smart technology into the everyday experience of our City	Associate Director, Information Management	This Action was reported as complete in Quarter 2 2018-19.	COMPLETE
Work with existing festivals and events to increase the number and diversity of audiences and visitors	Associate Director, Economic Development & Innovation	<p>Quarter 2 saw the City of Adelaide participate, host and support a number of events including; Carols by Candlelight, the Christmas Pageant, Australian Master Games, World Solar Challenge, Oz Asia, Three Day Event (equestrian) and the Adelaide Rally. Work continues to increase diversity and numbers at city of Adelaide sponsored events by providing access to the following in-kind promotional opportunities:</p> <ul style="list-style-type: none"> 1.1 Feature article in the CoA's What's On weekly e-news; 1.2 Banner ad on the bottom of the CoA's What's On weekly e-news; 1.3 Social media promotion via CoA channels including any key announcements; 1.4 Opportunity to provide content for promotion via the City Cross super screen in Rundle Mall; 1.5 Opportunity to provide content for promotion via Visitor Information Centre screens; 1.6 Access to a site hire waiver for street banners booked for the event conditional on using the Council branded banner template; and 1.7. Access to a 50% discount on permit fees for footpath stickers used to promote the event. 	ON TRACK
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	Associate Director, Planning Design & Development	<p>Gawler Place Public Art Program: Installation of Gawler Place harbour and integrated furniture artworks. Artist contracted to commence design development for the signature artwork.</p> <p>Produce Lane: Artist EOI for Produce Lane light-based artwork in partnership with TAFE SA and the Adelaide College of the Arts completed.</p> <p>Moonta Street precinct: Creation of two murals that reflect the precinct community.</p> <p>Vietnamese Boat People's Monument: Design development completed, and development approval submitted. Draft donation agreement developed and in negotiation.</p> <p>Place of Reflection: The Project Advisory Group convened to provide advice to enable the development of a detailed and specific artist brief. The continuing Public Art Assessment Panel established to oversee the delivery of the artwork.</p> <p>Cultural Marker: Development of a complementary sound aspect for the Cultural Marker commenced, for delivery via the nearby flag poles. Studio recordings of</p>	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		Kurna words and songs performed by the Gilles Street Primary School students was led by the Kurna Warra Karpanthi at the Adelaide University. Highlight: Installation and launch of Gawler Place arbour and integrated furniture artworks.	
Work with partners and key stakeholders to develop Adelaide as the premier international arts market, especially within the Asian region	Associate Director, Economic Development & Innovation	Through the Festival & Events Sponsorship program the CoA funded the OzAsia Festival during Q2. The event is an Asia-focussed arts festival in South Australia, presented by the Adelaide Festival Centre and features theatre, dance, music, film and visual arts from across Asia as well as outdoor events and food stalls. This Action is now complete.	COMPLETE
Work with partners to improve the arrival experience of tourists at Adelaide International Airport and other entry points into the City	Associate Director, Economic Development & Innovation	The City of Adelaide provided input into the Adelaide Airport Strategic Plan which has now been finalised and released.	ON TRACK
Work with partners to increase opportunities for live music / performers by developing and implementing a range of policies, programs and services	Associate Director, Community & Culture	Umbrella Winter City Sounds 2019 delivered. Outcomes included 18 curated events, principally focussed on creative activation throughout North Adelaide. Adelaide Town Hall inducted into the South Australian Hall of Fame, with Civic Reception held to celebrate. AusMusic Month article in Adelaide Living featured Chair of Music SA Anne Wiberg's summer playlist and highlighted Music in the Square. Off the Grid an Adelaide Guide to Live Music was reprinted and distributed. National Live Music Awards, South Australia supported by City of Adelaide, with Best Live Act in South Australia presented by the Deputy Lord Mayor.	ON TRACK
Work with partners to promote a comprehensive calendar of events and activities	Associate Director, Community & Culture	The dashboard, showing a two-month overview of upcoming events, continues to be provided on the CoA website and is frequently visited. Additionally, quarterly ENews updates continue to be provided to Council. The information is provided via Power BI Dashboards.	ON TRACK
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	Associate Director, Community & Culture	The State Government has committed to the establishment of a national centre for Aboriginal and Torres Strait Islander culture and heritage at Lot Fourteen. Council is monitoring progress of this project alongside Kurna and other Aboriginal community stakeholders.	ON TRACK
Work with the South Australian Tourism Commission and the private sector to develop a visitor experience that maximises visitor spend in the City	Associate Director, Economic Development & Innovation	On Thursday 28 November at a confidential Committee workshop, options for the visitor centre location and business model were presented from the results of the feasibility study. Feedback was positive towards the proposed business model with further work to be done on the preferred site location. Work on this will continue into Q3.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
		<p>The following activity was undertaken against items in the Visitor Economy Action Plan 2030:</p> <p>Item 1.7: Continued CoA WeChat platform implemented marketing plan. Subscribers grew to 1938 which is an increase of 218.</p> <p>Item 1.8 Four itineraries have been updated and translated into 4 languages. Chinese/German/French/Italian.</p> <p>Item 1.10.1 Delivered Adelaide Town Hall Open Day and participated in State Government's Heritage Tourism Alliance forums and strategy development.</p> <p>Item 1.10.2 Updated the Live Music 'Off the Grid' trail, reprinted and distributed.</p> <p>Item 2.5 Enhance arrival experience into Adelaide - continued to provide the Cruise Ship Meet and Greet service in the Adelaide Railway Station, working with SATC and Event Managers Australia to deliver a seamless service from terminal to the City. In 2019/20 cruise season there are 20 cruise arrivals with over 2000 passengers where this service will be utilised. Created the Cruise Passenger City Passport, Offers and Map, includes 75 offers.</p> <p>Item 2.9 Supported ACBC "China Business Ready" Masterclass series as per partnership.</p> <p>Item 3.2.2 Leverage existing key visitor segments through partnerships - International students - advertising package to promote City of Adelaide taken out in Adelaide, IDP, China and India international student guides. Business & conference visitors - commenced discussions with Adelaide Convention Bureau to develop a conference/event toolkit/delegate booster kit. Cruise ships - developed Cruise Passenger City Passport, Offers and Map. Distributed to Cruise terminal and to VIS Cruise volunteers. There are 75 offers across experiences, hospitality and retail. Cruise specific webpage set up with an interactive map for the offers and links to other relevant information. www.cityofadelaide.com.au/cruise</p> <p>Item 3.3 Support the development of the tourism industry at relevant events - Presented at a Concierge briefing updating them on CoA events and tourism activity, opportunities etc. Sponsored the TiCSA Tourism Awards.</p>	
Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months	Associate Director, Economic Development & Innovation	A project is currently being undertaken that directly relates to this Action, but progress cannot be disclosed at this point in time due to confidentiality orders. An update may be provided in Q3 or Q4.	ON TRACK

ACTION	RESPONSIBLE OFFICER	UPDATE	STATUS
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.	Associate Director, Planning Design & Development	No activity with REPAC. Continued liaison with Renewal SA on design for public realm interface with SkyCity.	ON TRACK

City of Adelaide Strategic Plan 2020-2024

ITEM 4.8 03/03/2020
The Committee

2018/04518
Public

Program Contact:
Susan Rudall, Manager Strategy,
Planning & Partnerships,
8203 7068

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

Under the *Local Government Act 1999* councils are required to review their Strategic Management Plans within two years after a general local government election.

In November 2019, Council adopted a short form draft *City of Adelaide 2020-2024 Strategic Plan* (Draft Plan) for release to the community for consultation purposes. Public consultation was conducted in two stages between 22 November and 16 December 2019.

Feedback received from the community has been considered during development of the attached short form *City of Adelaide 2020-2024 Strategic Plan* (the Plan) for Council's consideration.

The traditional long form Plan will be finalised following Council adoption of the short form Plan.

This report outlines Council's engagement processes and the feedback received and seeks Council adoption of the 2020 – 2024 Strategic Plan.

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The following recommendation will be presented to Council on 10 March 2020 for consideration

That Council:

1. Notes the consultation that has occurred during development of the *City of Adelaide 2020-2024 Strategic Plan*.
 2. Adopts the *City of Adelaide 2020-2024 Strategic Plan*, as shown in Attachment A to Item X on the Agenda for the meeting of the Council held on 10 March 2020.
 3. Adopts the Key Actions for the *City of Adelaide 2020-2024 Strategic Plan*, as shown in Attachment B to Item X on the Agenda for the meeting of the Council held on 10 March 2020.
 4. Authorises the Chief Executive Officer to make minor editorial changes including but not limited to the design of the *City of Adelaide 2020-2024 Strategic Plan* but not to make substantive revisions of content.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2016-2020 Strategic Plan	Strategic Alignment - Corporate Activities The development of the <i>City of Adelaide 2020-2024 Strategic Plan</i> in consultation with the community fulfils legislative requirements of the <i>Local Government Act 1999</i> .
Policy	The process to develop the revised short form <i>City of Adelaide 2020-2024 Strategic Plan</i> (the Plan) has fulfilled the requirements of Council's engagement policies.
Consultation	Several workshops have been held with Council Members and the community has been provided with opportunities to contribute to the Plan's development.
Resource	The development of the Plan has occurred within existing budget allocations. All monitoring and reporting activity arising from the Plan will be subject to annual budget considerations.
Risk / Legal / Legislative	Council has developed the Plan within the two-year timeframe from the last general local government election in November 2018, as required by legislation.
Opportunities	Adoption of the Plan will signal Council's commitment to its vision and priorities for the future and inform allocation of resources, services and budget over a four-year period from 1 July 2020.
19/20 Budget Allocation	Work on developing the Plan has been undertaken within the \$150,000 allocated in Council's Integrated Business Plan and Budget for 2019/20.
Proposed 20/21 Budget Allocation	No budget allocation is sought for development of the Plan during 2020/21.
Life of Project, Service, Initiative or (Expectancy of) Asset	The development of Council's subsequent Strategic Plan will be required within two years after the next Council election in 2022, ie by November 2024.
19/20 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Development of the *City of Adelaide 2020-2024 Strategic Plan* (the Plan) started in early 2019 and has involved Council workshops and meetings and public engagement to facilitate discussions with and hear from Council Members and the community concerning their aspirations and priorities for future Adelaide.
2. During workshops, Council Members have discussed the City's future and strategic priorities. Data and information provided to inform workshops included:
 - 2.1. Matters brought to Council by Members and identified during and since the 2018 election campaign
 - 2.2. Council reports on future projects
 - 2.3. Local community and business data relevant to Adelaide and North Adelaide
 - 2.4. Insights into what we heard from our community during 'Picture Adelaide 2040' and 'I Love Adelaide'
 - 2.5. State and third-party strategic documents related to Adelaide
 - 2.6. Emerging global trends affecting communities, businesses and cities.

Consultation and Engagement

3. Formal consultation on development of the Plan was undertaken in two stages which occurred between 11 September and 16 December 2019.
4. Stage 1 consultation asked the community to imagine our future Adelaide with reference to draft themes or outcomes and to identify priorities.
5. In November 2019 Members discussed a vision for Adelaide and adopted a short form draft *City of Adelaide 2020-2024 Strategic Plan* (Draft Plan) for the purpose of community engagement.
6. Stage 2 consultation asked for feedback concerning the Draft Plan.
7. During consultation, the City of Adelaide consulted with the community and hosted numerous engagements including:
 - 7.1. the October 2019 Strategic Plan themed 'Culture Club'
 - 7.2. a Town Hall Open Day Strategic Plan Hub
 - 7.3. a key partner forum hosted by the Lord Mayor and Council Members
 - 7.4. entrepreneurs' fora and surveys
 - 7.5. a creative industries forum
 - 7.6. a Youth forum at the Town Hall, facilitated by young people through Carclew.
8. 3,000 people interacted with Council across these engagements, social media and Council's online forum YourSay. More than 300 feedback forms and postcard responses were received as well as 100 informal online and in-person comments.
9. For more detailed information, see the consultation report (Link 1 view [here](#)).

The Plan

10. At a workshop on 18 February 2020 Council Members discussed the content of a revised short form draft Plan.
11. The latest iteration of the Plan is provided at Attachment A and sets out the proposed Vision for the City of Adelaide for the term of the Plan:

Adelaide: the most liveable city in the world
12. It identifies Guiding Principles to underpin all that we do, as *Community Benefit, Accessible Participation, Embracing Innovation* and *Being Accountable*.
13. It reflects the following Community Outcomes that we have heard Council wants to achieve:
 - 13.1. *Thriving Communities*
 - 13.2. *Strong Economies*
 - 13.3. *Dynamic City Culture*
 - 13.4. *Environmental Leadership*.

14. The Plan sets out Strategies, tested with the community during consultation, that are intended to support each of the above Outcomes. It also includes proposed Strategic Priorities for the next four years and beyond, that have been emphasised in what we have heard from both Council and our community.
15. Enabling Priorities are defined that will improve internal governance and maximise community benefit. These reflect the priority Council places on excellent governance and robust financial management both of which are vital to achieving the Community Outcomes.

Key Actions and Delivery Plan

16. Key actions under each of the Community Outcomes are not included in the Plan. Rather it is proposed to include the Key Actions detailed at **Attachment B** in the long form plan being developed.
17. The Key Actions will also be included in a Four Year Delivery Plan that is to be prepared once Council has adopted the Plan. The Delivery Plan will identify the Services that support each Community Outcome. It will also set out the plan for each Key Action to be delivered, by defining:
 - 17.1. what we want to achieve
 - 17.2. relevant Council documents and strategies
 - 17.3. who we will work with
 - 17.4. what we will do
 - 17.5. relevant projects and infrastructure.

A sample of the Delivery Plan (*not final content*) is provided for information (Link 2 view [here](#)).

DATA & SUPPORTING INFORMATION

Link 1 - Consultation Report

Link 2 – Sample of Delivery Plan

ATTACHMENTS

Attachment A – *City of Adelaide 2020-2024 Strategic Plan* (short form)

Attachment B – Key Actions to deliver the *City of Adelaide 2020-2024 Strategic Plan*

- END OF REPORT -

City of Adelaide 2020 – 2024

Strategic 'Plan on a Page'

VISION

Adelaide: the most liveable city in the world

Our Guiding Principles that underpin everything we do

<ul style="list-style-type: none"> • Community benefit 	<ul style="list-style-type: none"> • Accessible participation
<ul style="list-style-type: none"> • Embracing innovation 	<ul style="list-style-type: none"> • Being accountable

Community Outcomes – what we want to achieve together

Thriving Communities

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

Strong Economies

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

Dynamic City Culture

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

Environmental Leadership

- A Carbon Neutral city, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

Strategic Priorities for the next four years and beyond

<ul style="list-style-type: none"> • Ensure Adelaide is globally recognised as an affordable and innovative place to do business 	
<ul style="list-style-type: none"> • Support the wellbeing of our communities 	<ul style="list-style-type: none"> • Celebrate our city's unique built, natural and cultural heritage
<ul style="list-style-type: none"> • Lead the way in climate action and manage water, waste, transport and greening in a sustainable way 	
<ul style="list-style-type: none"> • Transform the ways people move around and connect with each other 	

Enabling Priorities to continually improve our governance and maximise community benefit

<ul style="list-style-type: none"> • Bold leadership and strategic partnerships to meet challenges and take up new opportunities 	
<ul style="list-style-type: none"> • A cohesive and integrated set of strategies and plans to deliver community outcomes 	<ul style="list-style-type: none"> • Transparent decision-making based on data and evidence
<ul style="list-style-type: none"> • Community consultation underpins everything we do 	<ul style="list-style-type: none"> • Robust financial management
<ul style="list-style-type: none"> • New efficiencies and revenue streams 	<ul style="list-style-type: none"> • Share and celebrate what we do

Key Strategies and Plans giving effect to Council's strategic direction

Long Term Plans and Annual Plan

- Long Term Financial Plan (10 years)
- Infrastructure and Asset Management Plans (10 Years)
- City Plan (currently in development)
- Delivery Plan (4 years) (currently in development)
- Annual Business Plan and Budget

Monitoring and reporting on progress

- Strategic Plan reporting to Council
- Annual report
- City User Profile Survey (annual)
- Resident and Business Surveys (periodic)

KEY ACTIONS under each of the proposed STRATEGIC OUTCOMES and ENABLING PRIORITIES

THRIVING COMMUNITIES

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

KEY ACTIONS

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.02 Build and be guided by the Wellbeing Dashboard
- 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
- 1.04 Develop diverse places, and facilities with and for young people
- 1.05 Support health and housing for vulnerable people and young people
- 1.06 Support volunteerism **to build community capacity and connectedness**
- 1.07 Develop plans to improve mobility and physical and digital access and connectedness
- 1.08 **Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways**
- 1.09 Pursue affordable, reliable links to airports, regions and suburbs
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections

KEY ACTIONS under each of the proposed STRATEGIC OUTCOMES and ENABLING PRIORITIES

STRONG ECONOMIES

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

KEY ACTIONS

2.01 Develop 88 O'Connell Street

2.02 Redevelop Adelaide Central Market Arcade and surrounds

2.03 Establish a Smart Visitor Experience Centre

2.04 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate

2.05 Reduce and streamline Council policies, permits and fees **to reduce the cost base of doing business in the City**

2.06 Support and develop diverse creative and social industry sectors

2.07 Develop spatial plans to support future growth in the city

2.08 Facilitate creative **uses of the public realm and** underutilised city buildings

2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

2.10 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

KEY ACTIONS under each of the proposed STRATEGIC OUTCOMES and ENABLING PRIORITIES

DYNAMIC CITY CULTURE

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

KEY ACTIONS

- 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners
- 3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout
- 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.04 Support development of new cultural and civic infrastructure for the city
- 3.05 Upgrade major recreational facilities
- 3.06 Develop asset management plans to provide for future generations
- 3.07 Deliver diverse parks and playspaces
- 3.08 Expand public art throughout the city in collaboration with the private sector
- 3.09 Connect City users to place through curated city experiences
- 3.10 Support community diversity, cultural expression, experiences and participation
- 3.11 Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music, through world class events, live music, festivals and activation

KEY ACTIONS under each of the proposed STRATEGIC OUTCOMES and ENABLING PRIORITIES

ENVIRONMENTAL LEADERSHIP

- A **Carbon Neutral** city, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

KEY ACTIONS

- 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 **adaptive to climate change**
- 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 **Implement the Carbon Neutral Strategy for the city** and achieve carbon neutral certification for **our** operations
- 4.07 Encourage all CBD businesses to be green accredited
- 4.08 Protect and conserve the heritage listed Adelaide Park Lands**

KEY ACTIONS under each of the proposed STRATEGIC OUTCOMES and ENABLING PRIORITIES

ENABLING PRIORITIES

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

KEY ACTIONS

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

Exclusion of the Public

ITEM 5.1 03/03/2020
The Committee

Program Contact:
Mark Goldstone, Chief
Executive Officer 8203 7234

2018/04291
Public

Approving Officer:
Mark Goldstone, Chief
Executive Officer

EXECUTIVE SUMMARY

It is the recommendation of the Chief Executive Officer that the public be excluded from this Committee meeting for the consideration of the following information and matters contained in the Agenda.

6.1. Strategic Leasing Matter [s 90(3) (d)]

The Order to Exclude for Items 6.1:

1. Identifies the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence.
 2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 3. In addition identifies for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.
-

ORDER TO EXCLUDE FOR ITEM 6.1

THAT THE COMMITTEE

1. Having taken into account the relevant consideration contained in s 90(3) (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 3/3/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 6.1 [Strategic Leasing Matter] 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 commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in release of information prior to the finalisation of 'commercial in confidence' negotiations between the proponent and their suppliers and may materially and adversely affect the financial viability of the proponent in relation to contract negotiations which on balance would be contrary to the public interest.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 3/3/2020 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 [Strategic Leasing Matter] 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) (d) of the Act.

DISCUSSION

1. s 90(1) of the *Local Government Act 1999 (SA)*, directs that a meeting of a Council Committee must be conducted in a place open to the public.
2. s 90(2) of the *Local Government Act 1999 (SA)*, states that a Council Committee may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in s 90(3).
3. s 90(3) prescribes the information and matters that a Council may order that the public be excluded from.
4. s 90(4) of the *Local Government Act 1999 (SA)*, advises that in considering whether an order should be made under s 90(2), it is irrelevant that discussion of a matter in public may:
 - 4.1 cause embarrassment to the council or council committee concerned, or to members or employees of the council or
 - 4.2 cause a loss of confidence in the council or council committee, or
 - 4.3 involve discussion of a matter that is controversial within the council area, or
 - 4.4 make the council susceptible to adverse criticism.
5. s 90(7) of the *Local Government Act 1999 (SA)* requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.
6. s 87(10) of the *Local Government Act 1999 (SA)* has been utilised to identify in the Agenda and on the Report for the meeting, that the following matters are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 6.1 – Strategic Leasing Matter
 - 6.1.1 Is not subject to an Existing Confidentiality Order.
 - 6.1.2 The grounds utilised to request consideration in confidence is s 90(3) (d)
 - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to the public interest;

ATTACHMENTS

Nil

- END OF REPORT -