



THE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday 17 November 2020
at 5:30 pm

in the Colonel Light Room
Adelaide Town Hall



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

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 – 2/11/2020 & 3/11/2020 [TC]

That the Minutes of the Special meeting of The Committee held on 2 November 2020 and the meeting of The Committee held on 3 November 2020, be taken as read and be confirmed as an accurate record of proceedings.

4. Discussion Forum Items

Presentations

Strategic Alignment – Enabling Priorities

4.1. Presentation – Representation Review Options

4.2. Presentation – City Data and Insights [2018/04518] [Page 2]

Strategic Alignment – Environmental Leadership

4.3. Presentation – Review of the Adelaide Park Lands Community Land Management Plan

Workshops

Strategic Alignment – Thriving Communities

4.4. Workshop – Attracting more millennials to live and work in the City [2018/00568-2] [Page 6]

5. Exclusion of the Public

5.1. Exclusion of the Public to Consider in Confidence [2018/04291] [Page 30]:

6.1. Workshop - A Place of Courage [s 90(3) (d)]

6. Discussion Forum Item in Confidence

Workshop in Confidence

Strategic Alignment – Dynamic City Culture

6.1. Workshop - A Place of Courage [2020/01287] [Page 33]

7. Closure

Enabling Priorities

City Data and Insights

To provide further data and insight on the city as we emerge from the heaviest restrictions of COVID-19 and focus on the future

Customer and People

Strategy and Insights

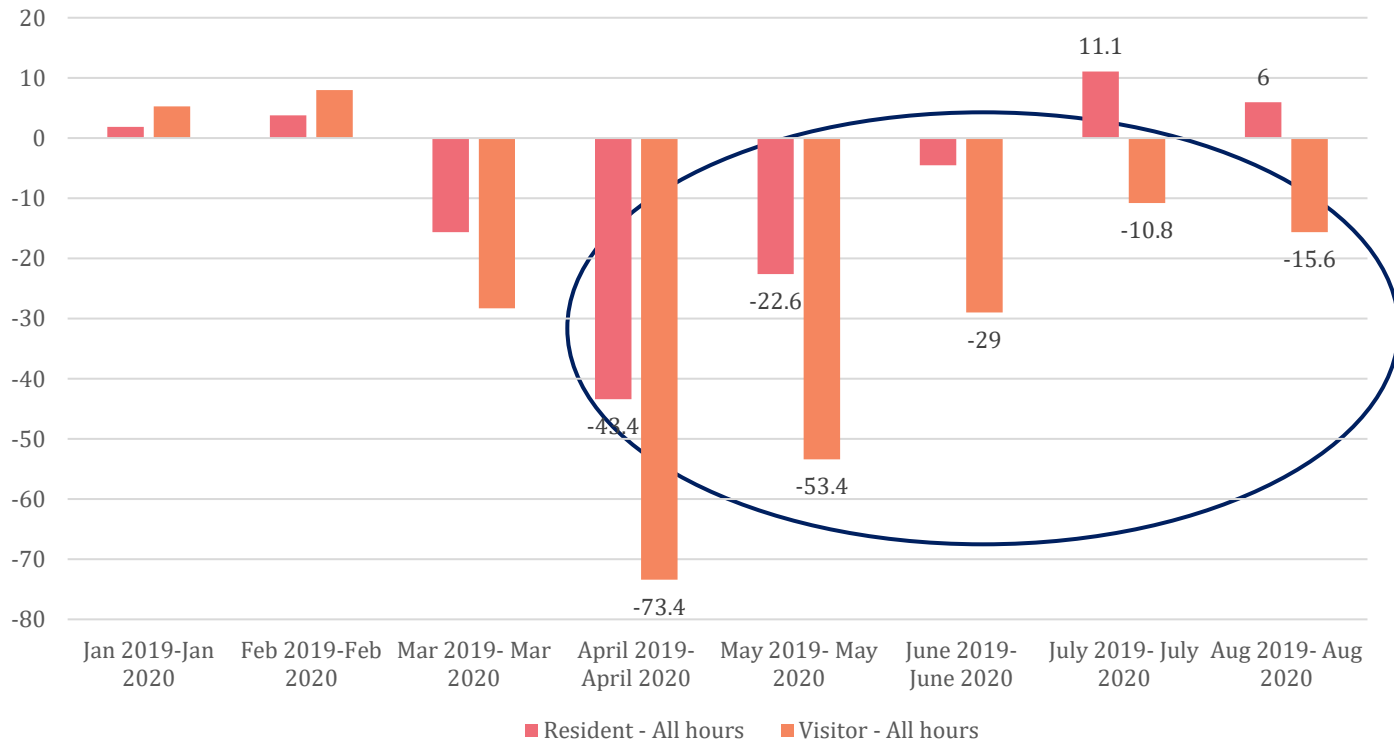


SPEND IN THE CITY

Visitor Local Spend is still down on last year

Visitor Local Spend (VLS) is spending within the City of Adelaide by non-residents as well as by businesses that are not located in the City of Adelaide

Total Local Spend: Year-on-year percentage change



↓ \$579m

Fall in the value of VLS from March to August 2020 compared to 2019

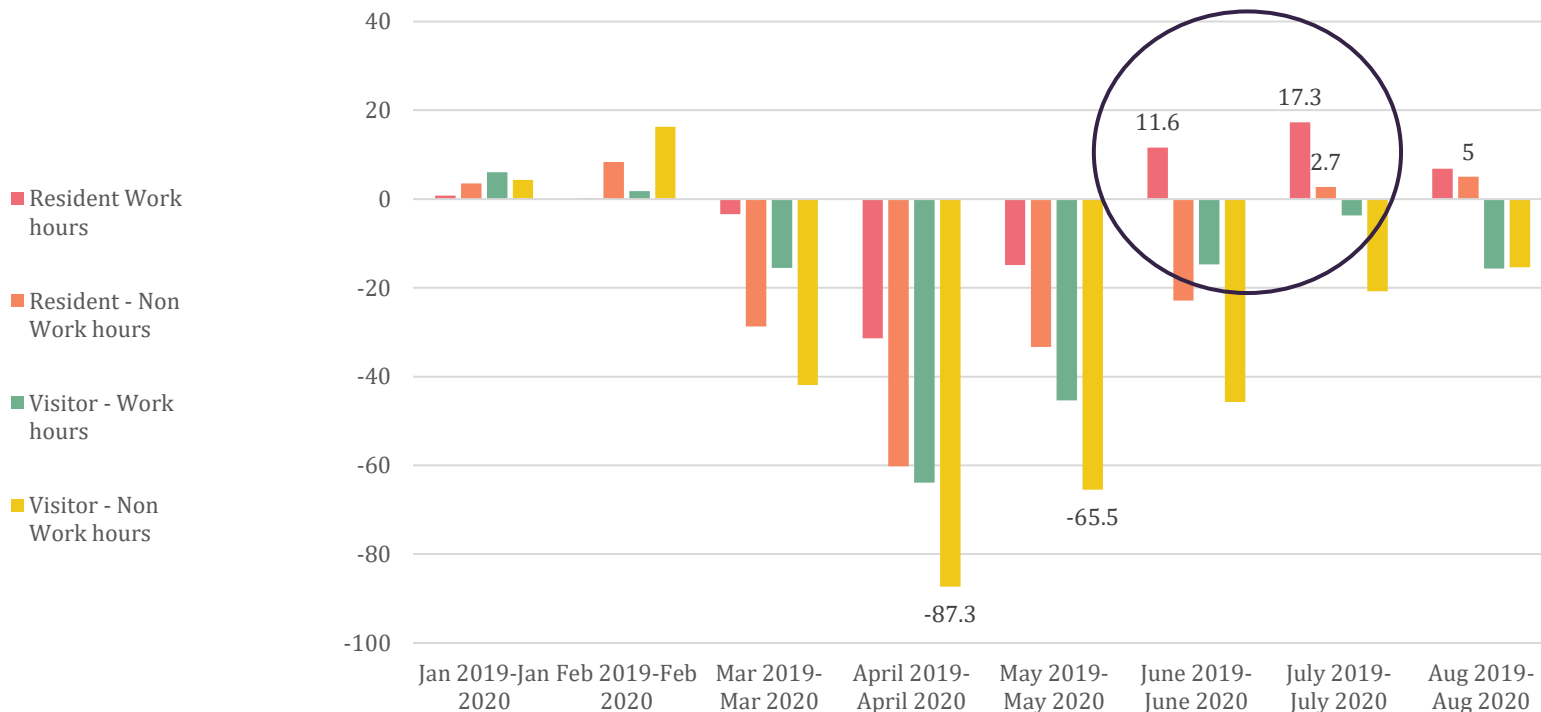
SPEND IN THE CITY

Resident Local Spend during work hours in June and July was well above last year

We should expect fluctuations in spend in the months ahead as unemployment is expected to rise and job support ends

Resident Local Spend (RLS) is spending by residents of the City of Adelaide and by businesses located in the City of Adelaide

Total Local Spend: Year-on-year percentage change

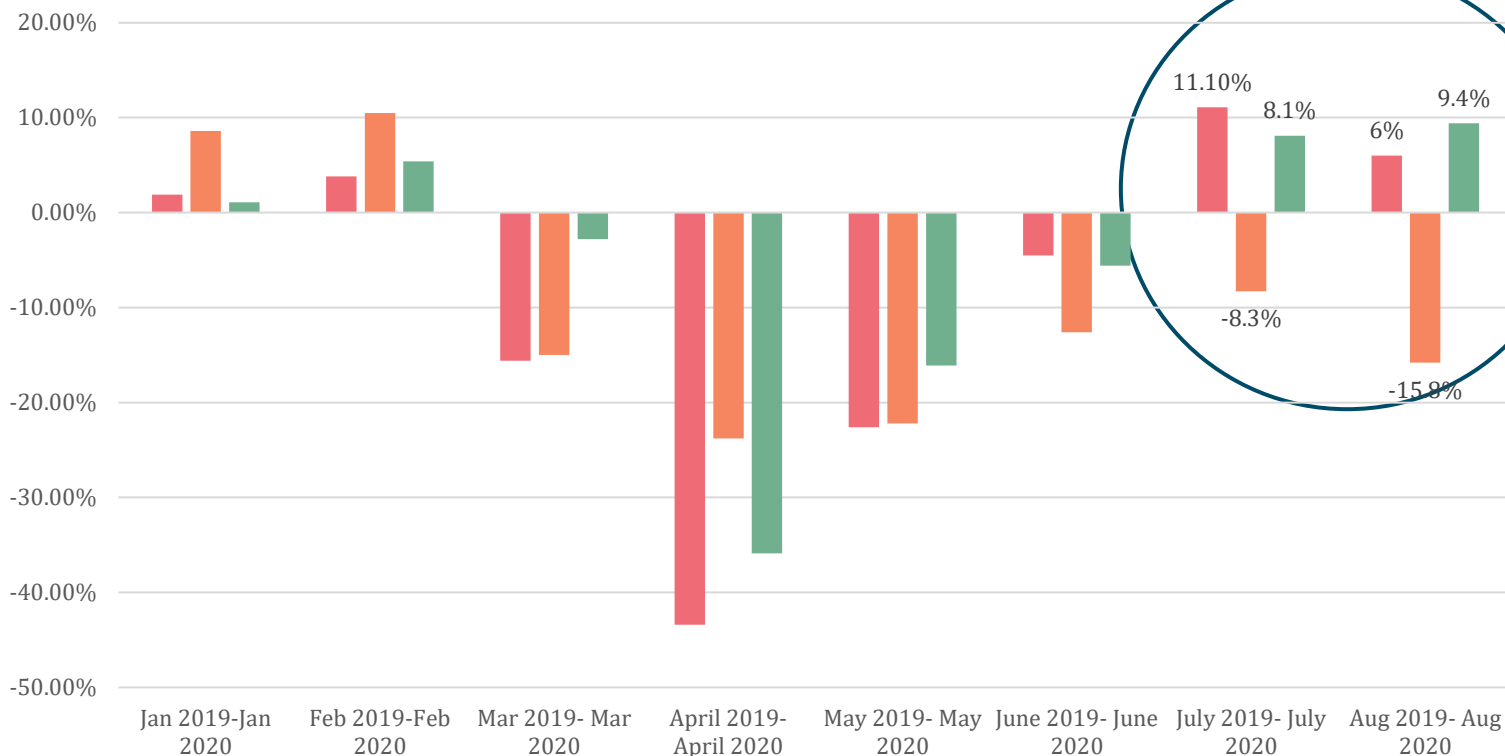


SPEND IN THE CITY

Online spend remains down while other resident spending is up on the same time last year

Year-on-Year change in spend by type

Resident Local Resident Online Resident Escape



Resident Escape Spend (RES) is spending by residents of the City of Adelaide and by businesses located in the City of Adelaide, outside the City of Adelaide

Resident Local Spend on Dining & Entertainment

↑ 11%

In July 2020 compared to July 2019



Thriving Communities

Attracting more millennials to live and work in the city
The workshop is to present the current approach to attracting millennials to live in the city and to seek Council Members' views on future options

Economic Development & Sustainability
Michelle English

Background

This workshop is in response to a resolution of Council seeking recommendations on ways to attract millennials to live and work in the city, based on:

- Existing Market Research “*Adelaide City Living Market Research – Volume 1 - Adelaide Metropolitan Market*”
- Residential Growth Action Plan 2016-2020
- Engagement with millennials (undertaken via a Forum)

The work has focussed on better understanding the demand for city living from millennials and their thoughts and insights on living and working in the City

Attracting millennials to live in the city

Key Questions

KEY QUESTION

Target Markets & Budget allocation

What are Council Members' views on continuing with the Current Marketing Approach with added emphasis on millennial market?

KEY QUESTION

New activities

What are Council Members' views on the options identified in this report?

- Under 40 City Living Reference Group
- "Try Before You Buy" with a Millennial Focus
- Graduate Retention Strategy
- Rate Rebates

Attracting millennials to live in the city

Implications

Implication	Comment
Policy	The City of Adelaide Strategic Plan 2020-2024 seeks 'well-planned and inclusive residential population growth'.
Consultation	A Millennials Forum was undertaken in June 2020 to help inform the approaches outlined in this Workshop.
Resource	Budget estimates are included for the options included for consideration by Council Members
Risk / Legal / Legislative	Not as a result of this workshop
Implication	Not as a result of this workshop

Attracting millennials to live in the city

Budget/Financial Implications

Implication	Comment
20/21 Budget Allocation	\$80,000
20/21 Budget Reconsideration (if applicable)	Not as a result of this workshop
Proposed 21/22 Budget Allocation	Not as a result of this workshop
Ongoing Costs (eg maintenance cost)	Not as a result of this workshop
Other Funding Sources	A partnership with the State Government could be sought to share costs in the delivery of the Graduate Retention Strategy outlined as an option

Attracting millennials to live in the city

Residential Growth Snapshot

The city's residential population has continued to grow after a low of approximately 13,000 residents in the early 1980s

Age groups

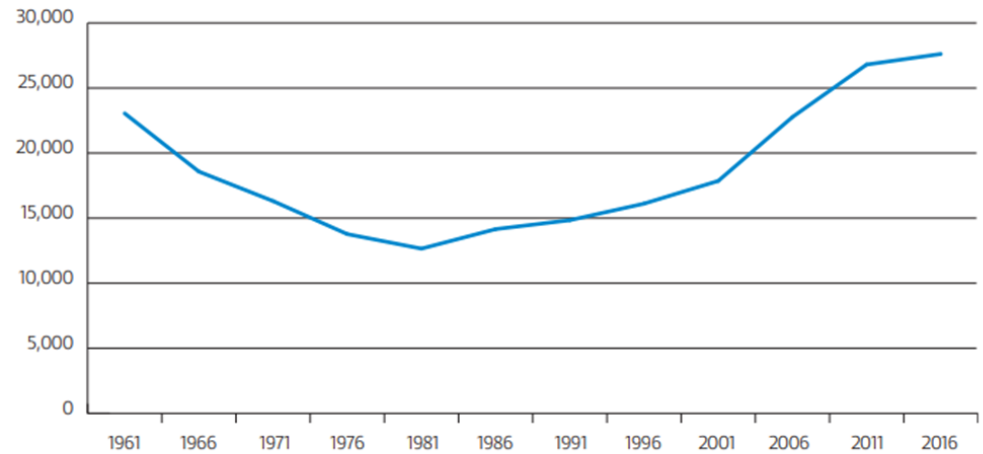
- The median age of city residents is 30
- Millennials (25-39 years) continue to be attracted to the city and comprise 29.7% of all city residents

Life stages

- Tertiary students & Independence (18-24) - 27.3%
- Young Workforce (25-34) - 23.5%
- Older workers, pre-retirees/retirees & Empty-nesters - 19%

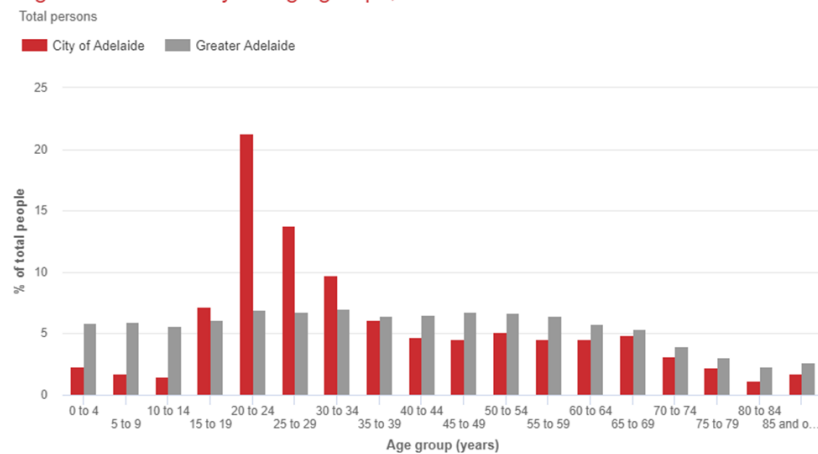


Figure 1. City population counts 1961-2016



Source: ABS Census data (enumerated)

Age structure - five year age groups, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile id by .id, the population

Attracting millennials to live in the city

Summary of the Adelaide City Living Market Research – Adelaide Metropolitan Market

- Psychographic (attitudinal) research to identify a priority market for city living
- Focussed on **demand drivers** for city living
- Surveyed 1,000 residents from the Adelaide Metropolitan area and identified a market segment comprising 24% of the market termed the ‘Cosmopolitans’
- The same market research was also undertaken on the interstate market, international student market, and current city residents
- The ‘Cosmopolitans’ have the following **attitudinal characteristics**:
 - Adventurous, outgoing, confident leaders who have a clear idea of their goals in life
 - Interested in living in the city and higher density living
 - Interested in living in an area with a mix of people from different backgrounds
 - Value a sense of community where they live
 - Interested in travel locally and overseas
 - Interested in diverse architectural styles
 - Prepared to pay a premium for a energy efficient home
 - More likely to ride a bike than use their car
 - Interested in sustainability

‘Cosmopolitans’

Metropolitan
market

Interstate
market

Overseas
market

Current city
residents (retain)
City workers
Baby Boomers

Professionals
Baby Boomers

International
Students
Migrants

Attracting millennials to live in the city

Summary of the Adelaide City Living Market Research – Adelaide Metropolitan Market

- The Cosmopolitan market segment have the following **demographic characteristics** in common:
 - Household income greater than \$80,000 (47%)
 - Budget of between \$400,000 and \$800,000 for a new home (58%)
 - Have equity in their current homes
 - Are mostly professionals (45%)
 - Are mostly over 50 (48%)
 - **A third are between 18-39 (includes millennials current age bracket) (32%)**
 - Are mostly couples/singles with adult children at home (pre-empty-nesters) (35%)
 - Nearly a quarter are older couples with no children at home (empty-nesters) (23%)

- In summary, the 'Cosmopolitans' comprise a group of who have the necessary income and interest to consider buying in the city to live (recognising that the city is more expensive than the suburbs)
- **Approximately a third of Cosmopolitans fit within the current millennial age bracket (25-39)**

- Subsequent to the *Adelaide City Living Market Research*, additional market research was undertaken as part of the Adelaide. Designed for Life. branding platform:
 - McGregor Tan Psychographic Profiles Research
 - Helix Personas

Summary of the Residential Growth Action Plan 2018-2020

SUPPLY

DEMAND

Social and affordable housing policy
 Research into re-purposing vacant or under-utilised buildings in key city precincts
 Residential Supply Dashboard
 Vacancy Rates

Housing Policy & Market Monitoring

City Living Marketing Strategy

Promote city living to likely prospects based on consolidated market research:
 1. **Business Migrants** (Interstate and overseas)
 2. **Downsizers/Empty-Nesters** (Local and Interstate)
 3. **Fulfillment Seekers/Youth (including millennials)** (Local and Interstate)

Curating liveable streets and neighbourhoods (eg trees, bikeways) and providing services and activities to foster a sense of community for new residents

Liveable Streets & Welcoming Residents

RESIDENTIAL GROWTH

Rate Rebates

Five Years Free Rates (July 2017-June 2019)
 To attract owner-occupiers to buy off-the-plan apartments in the city
 2020 – Council Members approved the introduction of a new scheme to specifically to attract key workers

Advocate to the State Government as required (eg stamp duty concessions)

Advocacy

Jobs & Migration

Advocating to ensure migration settings enable city employers to easily recruit the right people to grow their businesses (eg creative sectors)

City Living Marketing Strategy Target Markets



FULFILLMENT SEEKERS / YOUTH : Young extroverted, optimistic creatives who are community minded and take risks. Youth / Millennials (or their parent investors) who are social and environmentally conscious. Focus on: convenience, community connectivity, wellbeing, safety and social aspects of living in the city



BUSINESS MIGRANTS:

High net-worth individuals, entrepreneurs, employer sponsored migrants and General Skilled Migrants. Also those that are tele-commuters who could work anywhere in the world. Focus on: the city's central location, convenience factors, community connectivity, quality of life and wellbeing



DOWNSIZERS / EMPTY-NESTERS:

Downsizing in space but upsizing in lifestyle. Primarily from metropolitan Adelaide but could be from Melbourne and Sydney. May still be working, semi-retired or retired and looking for a life change. Focus on: lifestyle benefits, convenience factors, social and life-long learning opportunities, community connectivity, quality of life and wellbeing

Attracting millennials to live in the city

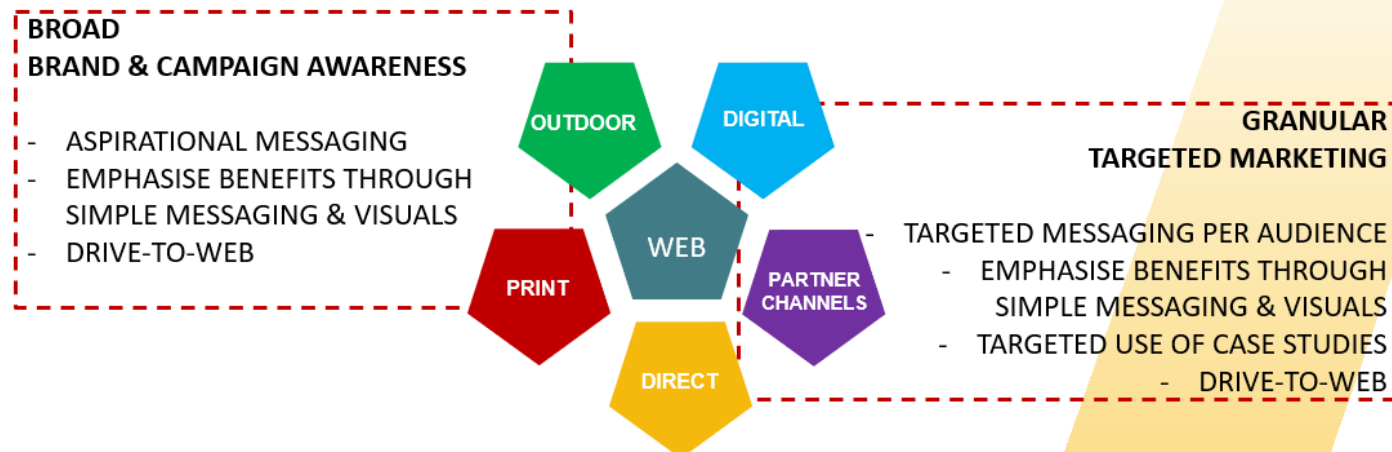
City Living Marketing Campaign – Objectives and Strategic Approach

Campaign Objective

Encourage people to live (buy or rent) in the city by illustrating the benefits of a city resident lifestyle

Overarching benefits of city living are:

- Convenience – everything at your fingertips, easy access to work (including work/life balance), shopping, dining entertainment. A hub to reach suburban areas or regional SA
- Quality of life (saving commuting time) and sense of community
- World class events, arts and cultural experiences throughout the year (even in a post Covid world)
- Culturally diverse
- Lock up and leave, no hassles with garden maintenance
- More affordable and less congestion than eastern seaboard cities



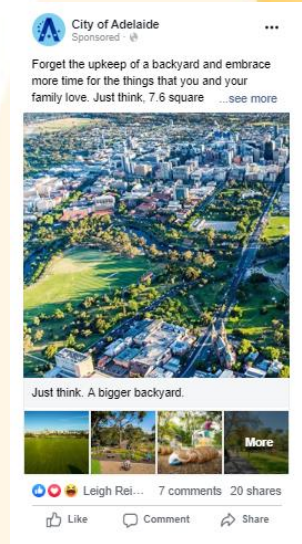
Attracting millennials to live in the city

City Living Marketing Campaign - Digital Examples

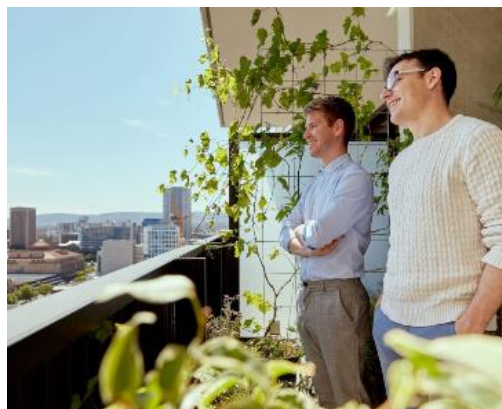
DIGITAL ADVERTISING – GOOGLE SEARCH & DISPLAY ADVERTISING



SOCIAL MEDIA (ORGANIC)



CASE STUDY : FULFILLMENT SEEKERS / YOUTH



CASE STUDY : BUSINESS MIGRANTS



CASE STUDY : DOWNSIZERS / EMPTY-NESTERS



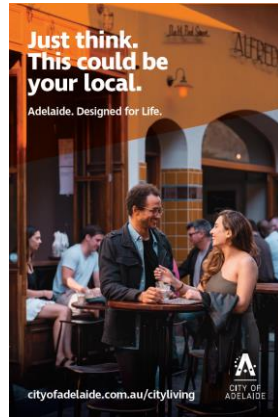
CITY LIVING MAGAZINE



Attracting millennials to live in the city

City Living Marketing Campaign - Outdoor Examples

BUS SHELTERS



X TRACK - RAILWAY STATION



TRAM WRAPS



BILLBOARDS



CITY LIVING VIDEOS

<https://www.cityofadelaide.com.au/resident/life-in-adelaide/city-living-videos/>

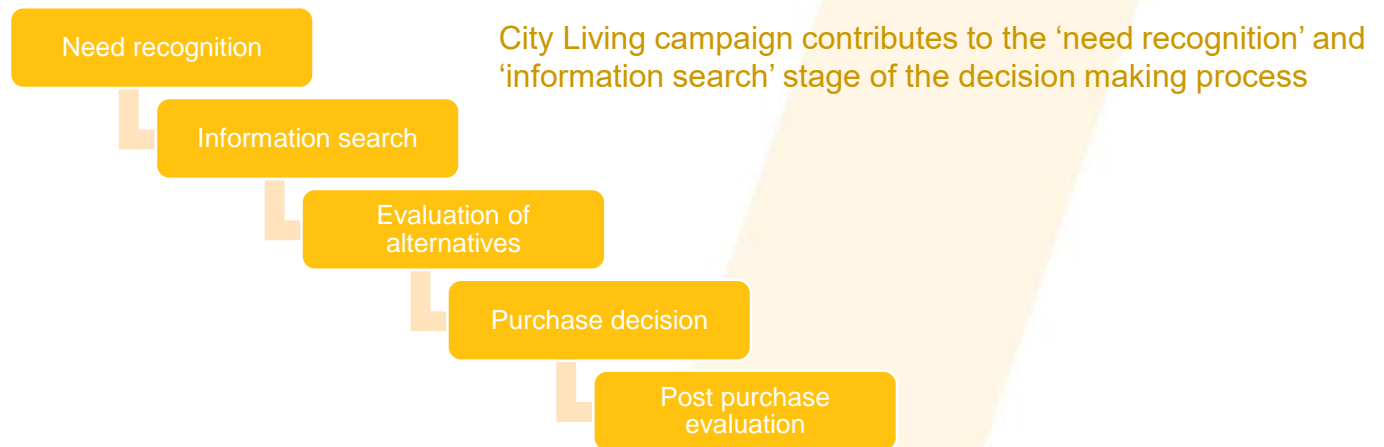
City Living Marketing Campaign – Measurement

- Digital and social campaigns are measured by a range of digital metrics such as views, sessions, impressions, clicks, bounce rates and associated costs
- Digital and social campaigns are cost effective, targeted and easy to measure
- Other channels such as outdoor and radio are measured based on average anticipated traffic and reach
- It is usually more expensive and less easy to track results
- Nonetheless, it is a useful tactic among the suite of tactics to increase overall impact
- Other ways to assist in measuring impacts (although not directly attributable to the city living marketing campaign) is the residential population growth figures (available annually) and the residential vacancy rates (available monthly)
- The lower the vacancy rates the higher the demand

Social & Digital	Outdoor / Radio
Page views	Potential reach
Unique users	Total reach
Sessions/Pages per session	Average frequency
Average time spent on page/session duration	Average traffic
Bounce rate	
Impressions	
Views/Average cost per view	
Clicks/Average cost per click (CPC)	

Consumer Decision Making Process

- For a high value decision such as buying a house, the process could take 6 months to years
- A city living campaign is unlikely in itself to influence this decision, however it could contribute to the early phase of the decision making process, particularly if targeted to likely prospects who have both the interest and budget to live in the city
- Measuring impact of the city living campaign in relation to property sales is challenging due to the time lag between views and purchasing, as well as the other factors that influence the decision to buy a house e.g. purchasing power
- Property search result data at a Post Code and market segment level, however, could be useful to identify any correlations between consumer interest in city residential property and the city living campaign bursts
- This information is only available if advertising is purchased with realestate.com over a 12 month period at a cost of \$120,000. It is therefore **not recommended** to pursue this approach



Attracting millennials to live in the city

City Living Marketing Campaign – Measurement

- It's important to note that all digital and social media advertising has been targeted throughout the campaign. This allows us to reach the target audiences based on age, location and interests
- Key Highlights since the City Living Marketing Campaign commenced in April 2019:
 - **People aged 25-34 have been the largest website audience (over 12,000 users) to date** (due in part to the large proportion of digital spend allocated but also due to success of case studies prepared)
 - **Millennials were the most engaged audience for social media and digital advertising incl. YouTube** (again this was most likely due to large proportion of spend allocated to targeting Millennials and the medium consumption habits of millennials)
 - **'Millennial' case studies have had high engagement** (i.e. Sam, Damien and Archie's light-filled sanctuary) but so too have other case studies focused at downsizers (Annie & Jack)
 - Millennials (mostly young men 18-34) accounted for the majority of clicks to the city neighbourhoods ad



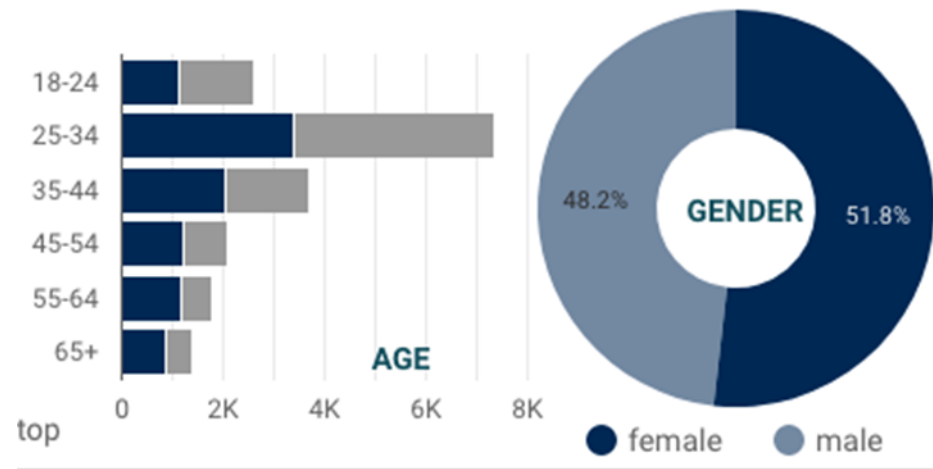
Attracting millennials to live in the city

City Living Marketing Campaign – Measurement Success

February/March 2020 Campaign Results

Webpage:

- The 24-34 age group continue to be largest segment responding and accounted for most page views due to millennial-targeted advertisements
- The site had 49,351 users



Page views

Stage 1	21,963
Stage 2 (Sep/Oct 2019)	14,155
Stage 3 (Feb-/Mar 2020)	33,969

Millennial Forum

- The Lord Mayor hosted a “Millennial Forum” in partnership with Solstice Media in June 2020
- It was attended by past alumni of the 40 Under 40 Awards, to seek ideas from some of Adelaide’s brightest and most successful young people on how the city could best position itself as a creative and liveable hub into the future
- Three key questions were asked of the participants and the following provides a high level summary of their insights:
- **Question 1 - What are the essential priorities to ensure the City and State can remain a creative and liveable hub in the future?**
 - Re-purpose commercial space, activate city spaces and the Park Lands and create unique visitor experiences, improve transport options eg bike lanes, have events throughout the year, promote a youthful and adventurous vision to attract young people from other major Australian cities, involve employers, universities and future leaders in Strategy development, create job and career pathways, act fast (don’t polish so much), market globally and promote strengths to differentiate ourselves, leverage Gig City and the entrepreneurial spirit, affordable housing initiatives, essential services for residents and extended opening hours, food/alcohol innovation hub, creative industries eg commercialising marijuana products

Millennial Forum

- **Question 2 - Given Covid-19, what are your biggest industry challenges & opportunities?**
 - Opportunities – Business can be done anywhere, embracing local opportunities and technology, local supply chains, spaces need to be mixed use and adaptable, permission to pivot, less bureaucracy, utilise technology for attracting global audiences, online education has boomed
 - Challenges – Uncertainty, redefining consumer behaviour, difficulty with social distancing on public transport, fear, mental health concerns, hard to plan when the future is uncertain
- **Question 3 - How can you support the City of Adelaide to achieve its vision of becoming the world's most creative and liveable city?**
 - Lead by example, build a positive culture and become role models, be bold and not following rules that we followed before, Alumni to work collaboratively with government, industry and academia, employ locals, advocacy, bridge the gap between high schools and universities, funding for 40U40 alumni and/or free access to venues for activities, become mentors/get mentored, speak up, help drive an innovation culture, be involved in partnerships and collaborations
- It would be beneficial to tap into this audience for their input into future city living campaign planning
- It is therefore recommended that this be achieved through the **creation of an Under 40 City Living Reference Group**

Attracting millennials to live in the city

Options to help attract millennials to live in the city

Under 40 City Living Reference Group

- Following the success of the Millennial Forum and the positive engagement by the 40Under40 alumni, an expression of interest process could be undertaken inviting alumni and other targeted millennials, to form a City Living Reference Group
- The purpose of the group would be to brainstorm ideas with millennials about future projects and initiatives and also to test the approach of the city living marketing campaign
- Aim to meet two to three times per year
- The concept of city living ambassadors/influencers could also be tested and/or developed through this avenue
- **Budget Estimate: Within existing resources**

Attracting millennials to live in the city

Options to help attract millennials to live in the city

“Try Before You Buy” with a Millennial Focus

- This involves a single or couple being selected through an application process to live in an apartment free of charge, for a limited time as an introduction to city living
- The project could be designed specifically for the millennial/youth market and potentially concept tested with the proposed Under 40 City Living Reference Group
- The proposal needs careful consideration, planning, risk assessment and costing in the first instance for Council’s consideration

Options to help attract millennials to live in the city

Graduate Retention Strategy via a Graduate Internship and Subsidised Housing Package

- Designed to retain Adelaide's best and brightest university graduates in new growth industries eg creative industries, AI, cyber, space and defence, to work and live in the city
- Involves a government, university and industry partnership approach to deliver a city career and housing pathway for high performing graduates
- Potential options to investigate include:
 - Scholarship/Internship with city businesses for graduate(s)
 - Subsidised/free city rental for 12 months
 - Adaptive re-use of a strategically located vacant building as the housing component
- A partnership with the State Government, universities and the private sector would be essential to maximise outcomes
- **Budget Estimate: Likely \$100,000+ tbc**

Options to help attract millennials to live in the city

Rate Rebates (underway)

- In October, Council Members approved the introduction of rate rebates targeted to key workers (health and education professionals, emergency service workers)
- Rate rebates have proven to be an attractive incentive in the past particularly with low to moderate incomes groups who are price sensitive
- Further investigation will be done on the definition of key workers, however it is likely that a proportion will be in the millennial demographic, who can be targeted via the city living marketing strategy with a 'call to action'
- A separate report will be prepared for further consideration by Council Members regarding the criteria and framework for the rate rebates and will consider the millennial demographic as part of the methodology
- **Budget Estimate:** No upfront costs but involves loss of future revenue. Estimates will be presented to Council via separate report

Attracting millennials to live in the city

Key Questions

KEY QUESTION

Target Markets & Budget allocation

What are Council Members' views on continuing with the Current Marketing Approach with added emphasis on millennial market?

KEY QUESTION

New activities

What are Council Members' views on the options identified in this report?

- Under 40 City Living Reference Group
- "Try Before You Buy" with a Millennial Focus
- Graduate Retention Strategy
- Rate Rebates

Exclusion of the Public

ITEM 5.1 17/11/2020
The Committee

Program Contact:
Rudi Deco, Manager
Governance 8203 7442

Approving Officer:
Mark Goldstone, Chief
Executive Officer

2018/04291
Public

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), 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 section 90(3) of the Act.

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

6.1 Workshop - A Place of Courage [section 90(3) (d) of the Act]

The Order to Exclude for Item 6.1

1. Identifies the information and matters (grounds) from section 90(3) of the Act 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 – section 90(3) (b), (d) or (j) of the Act - 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 section 90(3) (d) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 17 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 6.1 [Workshop - A Place of Courage] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

Disclosure of the content of this workshop may adversely impact on the commercial position of the Spirit of Woman and the artists highlighted in the proposal. The Committee will discuss the value and viability of the proposed project, including interrogation of the proposed approach and budget for delivery of the project. As a result of this discussion there could be impacts on the ability of the Spirit of Woman to progress the project with alternate partners and may impede future opportunities for the artists.

Public Interest

Release of the information in this workshop prior to Council making a deliberation about the proposal, before the finalisation of discourse with Spirit of Woman may prejudice the reputation and future opportunities to be progressed by both Spirit of Woman and the artists and would on balance not be in the public interest.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of The Committee dated 17 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 6.1 [Workshop - A Place of Courage] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (d) of the Act.
-

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act), directs that a meeting of a Council Committee must be conducted in a place open to the public.
2. Section 90(2) of the Act, 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 section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made under section 90(2) of the Act, 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. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act 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 – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 87(10) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following matter is submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 6.1 – Workshop - A Place of Courage
 - 6.1.1 Is not subject to an Existing Confidentiality Order.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (d) of the Act
 - (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 -

Confidential Item 6.1

Workshop - A Place of Courage

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

Pages 33 to 43
