



THE COMMITTEE MINUTES

for the meeting

Tuesday 17 November 2020

in the Colonel Light Room
Adelaide Town Hall



Present - 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 and Moran.

Acknowledgement of Country

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

'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.'

Apologies and Leave of Absence

Apology:

Councillor Simms.

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.

Discussion Forum Items

Presentations

1. Premier Update – Parafield COVID-19 Cluster [TC]

The Deputy Lord Mayor (Councillor Hyde) introduced Steven Marshall, Premier of South Australia who gave The Committee an update on the Parafield COVID-19 cluster and responded to questions from Committee Members.

During the update, Councillor Abrahamzadeh left the meeting at 5.46 pm and re-entered at 5.48pm

The Lord Mayor left the meeting at 5.52 pm

2. CEO Update – New Years Eve Fireworks [TC]

Mark Goldstone, Chief Executive Officer, City of Adelaide gave The Committee an update on the New Years Eve fireworks and lightshow in the City, to advise they would not go ahead and responded to questions from Committee Members.

During the update, Councillor Khera left the meeting at 5.56 pm and re-entered at 5.57 pm

Strategic Alignment – Enabling Priorities

3. Item 4.1. - Presentation – Representation Review Options [TC]

Discussion facilitators:

Mark Goldstone, Chief Executive Officer, City of Adelaide

Daniel Dolatowski, Governance Support Officer, City of Adelaide

Helen Dyer, Holmes Dyer

Precis of topic

Utilising a PowerPoint presentation, The Committee was provided with information on the voters roll, voting entitlements and the representation review and its options.

During the presentation:

- The Lord Mayor re-entered the meeting at 6.01 pm, left at 6.12 pm and re-entered at 6.16 pm
- Councillor Kherra left the meeting at 6.02 pm, re-entered at 6.04 pm, left at 6.15 pm and re-entered at 6.20 pm

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

4. Item 4.2. - Presentation – City Data and Insights [2018/04518] [TC]

Discussion facilitators:

Megan Fink, Senior Insights Consultant, City of Adelaide

Precis of topic

Utilising the PowerPoint presentation within the Agenda, The Committee was provided with further data and insight on the City as we emerge from the heaviest restrictions of COVID-19 and focus on the future.

During the presentation:

- Councillor Moran left the meeting at 6.40 pm and re-entered at 6.45 pm
- Councillor Abrahamzadeh left the meeting at 6.40 pm

Strategic Alignment – Environmental Leadership

5. Item 4.3. - Presentation – Review of the Adelaide Park Lands Community Land Management Plan [TC]

Discussion facilitators:

Klinton Devenish, Director Place, City of Adelaide

Michelle English, Associate Director Economic Development & Sustainability, City of Adelaide

Precis of topic

Utilising a PowerPoint presentation, The Committee was provided with information on the planned approach to the review and updating of the Community Land Management Plan for the Adelaide Park Lands.

During the presentation:

- Councillor Kherra left the meeting at 6.50 pm
- Councillor Abrahamzadeh re-entered the meeting at 6.50 pm

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

Workshops

Strategic Alignment – Thriving Communities

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

Discussion facilitators:

Michelle English, Associate Director Economic Development & Sustainability, City of Adelaide

Nicole Rolfe, Advisor Residential Growth Policy, City of Adelaide

Precis of topic

Utilising a PowerPoint presentation, The Committee was provided with information on the current approach to attracting millennials to live in the city and Council Members' views were sought on future options.

During the presentation:

- Councillor Kherra re-entered the meeting at 7.01 pm, left at 7.36 pm and re-entered at 7.38 pm
- Councillor Donovan left the meeting at 7.25 pm, re-entered at 7.32 pm, left at 7.38 pm and re-entered at 7.41 pm

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

Exclusion of the Public

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

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

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.

Councillor Khera, Members of the public and Corporation staff present not directly involved with Item 6.1 left the meeting at 7.50 pm.

Confidential Item 6.1

Workshop - A Place of Courage

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

Pages 4 - 15

The meeting re-opened to the public at 8.19 pm.

Confidentiality Order

Minute 8 - Item 6.1 – Workshop - A Place of Courage [TC]

In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 6.1 [Workshop - A Place of Courage] listed on the Agenda for the meeting of The Committee held on 17 November 2020 was received, discussed and considered in confidence pursuant to Section 90(3) (d) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:

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

Closure

The meeting closed at 8.19 pm.

Deputy Lord Mayor, Councillor Hyde
The Committee Chair

Documents attached:

Minute 3 – Item 4.1 – Representation Review Options, PowerPoint Presentation

Minute 5 – Item 4.3 - Review of the Adelaide Park Lands Community Land Management Plan, PowerPoint Presentation

Minute 6 – Item 4.4 - Attracting more millennials to live and work in the City, PowerPoint Presentation

Enabling Priorities

Voters Roll Maintenance and Voting Entitlements

Finance – Rates (Property & Information)
Corporate Governance & Risk

City of Adelaide Act 1998 – Schedule 1 - Part 2 – Qualification of Enrolment

- 1) A natural person
- 2) A body corporate
- 3) A group of persons

Noting: *State Crown Entities are not entitled to be enrolled (LG Act s302)*

Roll Details and Responsibilities

- Responsibility for the maintenance for the roll sits with the CEO
- Full name
- Natural person (address of the person's place)
- Address of residence or rateable property
- Nominated address for service of postal votes
- Prescribed particulars (details of the ward in which the elector is entitled to vote)
- What is the composition of the Voters Roll? (House of Assembly electors and Council enrolment records)

Key Tasks

DATE	ACTION
DAILY TASKS	Property inspections completed which have come from rates enquiries/walking and general property inspections
	Auditing of new names and addresses added including removal of duplicates
	ABN lookup of all new tenants to ensure we have the correct entity name
	Updating the database through verifying new restaurants, licensing, animal registrations, customer service enquiries
	Updates through returned mail (for removal of tenants)
	Phone calls to owners and occupiers
WEEKLY TASKS	CT transfers (new ownership details)
ANNUAL TASKS	Changes from developments and tenancy information schedules
	Database auditing

Maintenance of the Roll

Key Tasks

Tenancy Information Schedule 2021 - Non Residential



Valuation Enquiries

Rates & Valuation, GPO Box 2252, Adelaide SA 5001
 P: (08) 8203 7203 F: (08) 8203 7600 E: r.mail@cityofadelaide.com.au

State Government legislation requires Councils to regularly revalue all properties.

- a. As per the *Local Government Act 1999* Section 168 (4), a person who, without reasonable excuse: hinders or obstructs a valuer acting under this section; or
- b. having been asked a question by a valuer under this section, does not answer the question to the best of his or her knowledge, information and belief; or
- c. fails to make a return of information as required under this section; or furnishes a return that is false or misleading in a material particular, is guilty of an offence. **Maximum penalty: \$5,000.**

Property owner details

\$ net/gross Per Annum Per Month Per Week

Property Details

Is the property air conditioned? Wall Split Ducted Other
 Does the property include a lift? Yes No

Carparking for this tenancy

Number of spaces 2 Undercover Open
 Is carparking rental included in the 'current rental' stated above? Yes No \$ (if No, please state how much)

Owners Declaration

Position: Owner Tenant Agent Manager

Contact Details

Full Name: _____
 Phone Number: Home _____ Business _____ Mobile _____



Date 21/10/20

Owner name and address Tenancy name and location of property Reference Information
 Assessment No. 4-16
 Ward Ref: C 4-16
 Ward:

Please let us know

Occupier/Company name: ROBIN TURNER & ASSOCIATES P/L
 Has the tenant or business name changed in the last 12 months? Yes No If Yes please provide details:
 Has the property changed in the last 12 months? Yes No If Yes please provide details:

Outgoings

Who is responsible for paying the following outgoings? Please give details of amount (\$) where possible, if unknown, leave blank.

	Tenant	Owner	Lease date start DD/MM/YYYY	Initial lease term
Water rates/usage	<input checked="" type="checkbox"/> \$	<input type="checkbox"/> \$	01/02/2019	(write number) <input type="checkbox"/> Year <input type="checkbox"/> Month
Council rates	<input checked="" type="checkbox"/> \$	<input type="checkbox"/> \$		
Emergency Services Levy	<input checked="" type="checkbox"/> \$	<input type="checkbox"/> \$		
Land tax	<input type="checkbox"/> \$	<input checked="" type="checkbox"/> \$		
Building insurance	<input type="checkbox"/> \$	<input checked="" type="checkbox"/> \$		
Building maintenance	<input type="checkbox"/> \$	<input checked="" type="checkbox"/> \$		
Body corporate fees	<input type="checkbox"/> \$	<input type="checkbox"/> \$		
Other owners expenses	Description			
Other tenant expenses	Description			

Tenant area (m²) Level in the building (e.g ground/level 1)

Current land use (e.g. coffee shop)

Lease Incentives (e.g. rent free periods, cost of fit outs, Covid impacts)
6 MONTH RENT FREE DUE TO COVID

Description Office Amount \$

Method of last review

Pre-determined \$ Fixed % Market CPI Other (please state)

2020/2021 Representation Review

Options

Presented By:
Helen Dyer
Holmes Dyer

17 November 2020

Key Messages

Representation Options Paper requirements:

- Each Council is required to undertake a Representation Review once every eight years
- Designed to ensure equitable representation across the community
- Review must be undertaken by a 'qualified' person and in accord with section 12(5) of the *Local Government Act 1999*
- The Review must consider representation options within the generic options provided in the *Local Government Act 1999*
- Review requires input from Community:
 - » At Options Paper Stage; and
 - » In Respect of the Representation Report that details the public consultation and any issues arising, and any proposal that Council considers should be carried into effect and how such proposal relates to Section 26(1)(c) and Section 33

Key Matters

- Must be in accord with the Act for the Electoral Commissioner to certify
- If Commissioner determines that the requirements have not been satisfied he will return the process to Council for reconsideration and amendment
- Section 12(6)(a) requires that if Council comprises more than 12 elected members, the Council must consider if the number should reduce
- Section 33(2) requires that a proposal that relates to the formation or alteration of wards of a council must also observe the principle that the number of electors represented by a councillor must not, as at the relevant date* (assuming that the proposal were in operation), vary from the ward quota by more than 10 per cent, unless there is justification by way of demographic information provided by the State or Commonwealth that on this basis at the date of the next periodic election the variance is expected to be within the 10% tolerance

**Is taken as the date on which the review is finalised*

Option Typologies

MAYOR

S12(11a) LG Act if there will be a Mayor or Chairperson

S20(1)(a) CoA Act, Council will have a Lord Mayor and other Members

WARDS AND AREAS

Community is represented by both ward Councillors and Area Councillors

AREAS ONLY

Community is represented by only Area (Council-wide) Councillors

WARDS ONLY

Community is represented only by Ward Councillors

General Considerations

Each Model has inherent matters to consider ie:

- Will campaign costs exclude some candidates?
- Does model enable good city wide decision making?
- Are local issues able to be adequately considered?
- Does model underpin good working relationships?
- Is the model cost effective to administer?
- Does the model provide for transparency and accountability?
- Do voters know their representatives?

General Considerations

Principles – Section 26 (c) sets out the following principles to be considered in determining representation:

- (i) the resources available to local communities should be used as economically as possible while recognising the desirability of avoiding significant divisions within a community;*
- (ii) proposed changes should, wherever practicable, benefit ratepayers;*
- (iii) a council should have a sufficient resource base to fulfil its functions fairly, effectively and efficiently;*
- (iv) a council should offer its community a reasonable range of services delivered on an efficient, flexible, equitable and responsive basis;*
- (v) a council should facilitate effective planning and development within an area, and be constituted with respect to an area that can be promoted on a coherent basis;*

General Considerations

Principles – Section 26 (c) sets out the following principles to be considered in determining representation:

- (vi) a council should be in a position to facilitate sustainable development, the protection of the environment and the integration of land use schemes;*
- (vii) a council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations;*
- (viii) a council area should incorporate or promote an accessible centre (or centres) for local administration and services;*
- (ix) the importance within the scheme of local government to ensure that local communities within large council areas can participate effectively in decisions about local matters;*

General Considerations

Principles – Section 26 (c) sets out the following principles to be considered in determining representation:

- (xi) residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term);*
- (xii) a scheme that provides for the performance of functions and delivery of services in relation to 2 or more councils (for example, a scheme for regional governance) may improve councils' capacity to deliver services on a regional basis and therefore offer a viable and appropriate alternative to structural change; and*
- (xiii) the extent and frequency of previous changes affecting the council or councils under this Chapter or the repealed Act.*

Additional Ward Specific Issue

Section 33(1)the following matters must be taken into account, as far as practicable, in the formulation of a proposal that relates to the boundaries of a ward or wards:

- (a) *the desirability of reflecting communities of interest of an economic, social, regional or other kind;*
- (b) *the population of the area, and of each ward affected or envisaged by the proposal;*
- (c) *the topography of the area, and of each ward affected or envisaged by the proposal;*
- (d) *the feasibility of communication between electors affected by the proposal and their elected representatives;*
- (e) *the nature of substantial demographic changes that may occur in the foreseeable future;*
- (f) *the need to ensure adequate and fair representation while at the same time avoiding over-representation in comparison to other councils of a similar size and type (at least in the longer term).*

Additional Ward Specific Issue

Ward Quota - A ward quota is the number of electors for the area (as at relevant date*) divided by the number of councillors for the area who represent wards (ignoring any fractions resulting from the division expressed as a quota). The number of electors represented by a council member must not vary from the ward quota by more than 10%.

Ward Representation - If there are two or more representatives for a ward, the number of electors represented by each council member is taken to be the number of electors for the ward (as at relevant date) divided by the number of councillors for the ward.

** Is taken as the date upon which the proposal is finalised.*

Representation Quota

Following 2013 Representation Review – Quota = 3,321

Ward	Representatives	Electors	Ward Ratio	Quota/Ratio Variance
North	2	6,621	1 : 3,311	0.32%
Central	3	9,735	1 : 3,245	-2.34%
South	2	6,891	1 : 3,446	3.61%

October 2018 – Quota = 3,794 (as at last periodic election)

Ward	Representatives	Electors	Ward Ratio	Quota/Ratio Variance
North	2	7,005	1 : 3,502	-8.34%
Central	3	10,874	1 : 3,624	-4.69%
South	2	8,683	1 : 4,341	12.60%

September 2020– Quota = 3,999 (as at last data set)

Ward	Representatives	Electors	Ward Ratio	Quota/Ratio Variance
North	2	6,907	1 : 3,454	-15.77%
Central	3	12,230	1 : 4,077	1.19%
South	2	8,857	1 : 4,428	9.69%

Projected Population

Population Summary (.id, April 2019)

City of Adelaide	Forecast Year						Change 2016 - 2041		
	Area	2016	2021	2026	2031	2036	2041	Total change	Ave. Annual Change
City of Adelaide		23,552	31,280	36,931	42,158	46,700	50,614	+27,062	+3.11%
City East		3,059	5,140	6,982	8,282	9,142	9,943	+6,884	+4.83%
City West		4,257	6,661	7,696	9,306	10,782	11,743	+7,486	+4.14%
City South		3,431	5,552	7,332	8,538	9,595	10,661	+7,230	+4.64%
Lower North Adelaide		2,357	2,408	2,506	2,583	2,656	2,728	+371	+0.59%

Projected Population

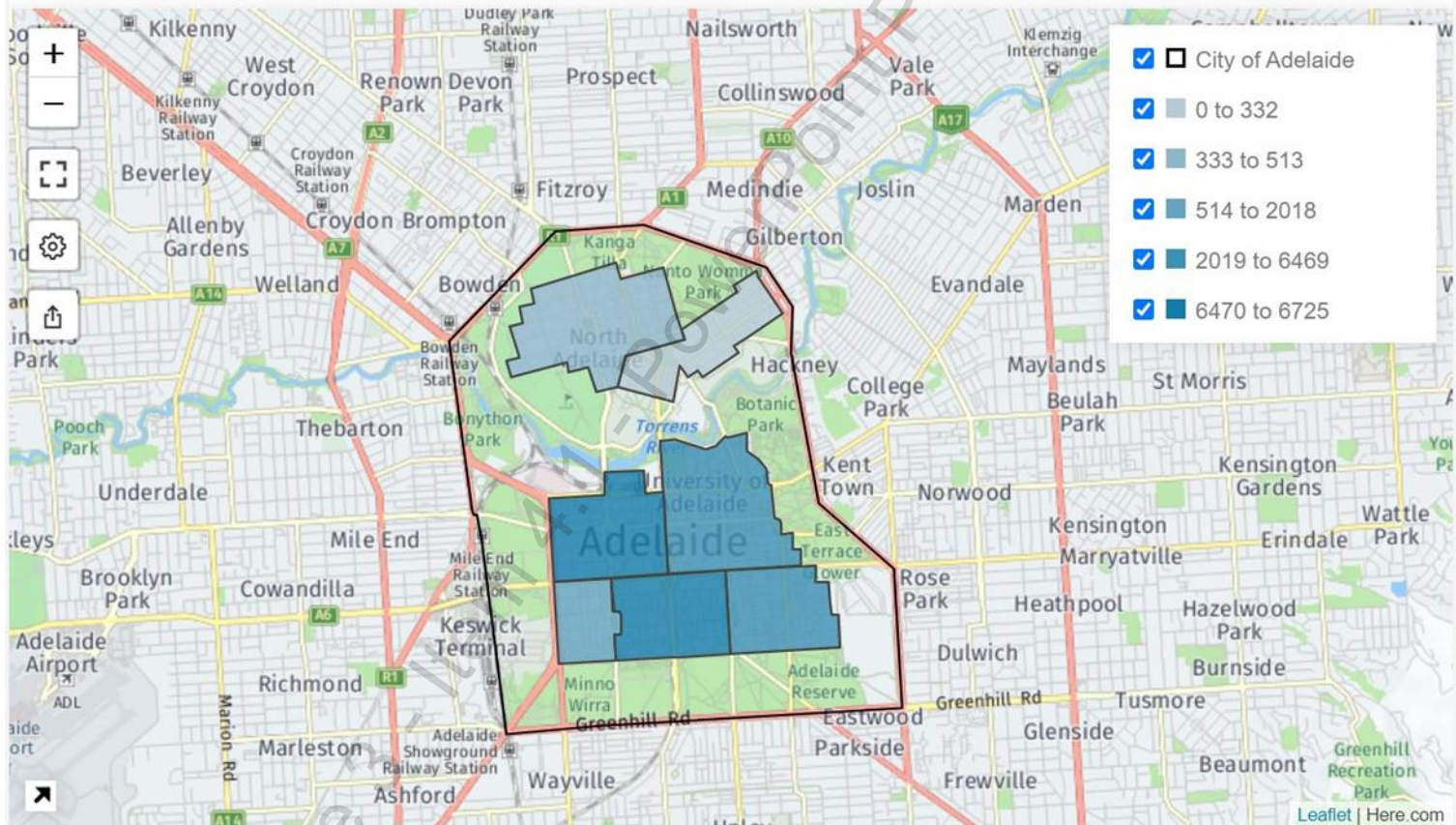
Population Summary (.id, April 2019)

City of Adelaide	Forecast Year						Change 2016 - 2041	
	Area	2016	2021	2026	2031	2036	2041	Total change
South East Corner	3,867	4,373	4,518	5,040	5,582	6,117	+2,250	+1.85%
South West Corner	1,675	2,209	2,558	3,064	3,555	3,983	+2,308	+3.53%
Upper North Adelaide	4,905	4,936	5,339	5,345	5,388	5,439	+534	+0.41%

Projected Growth 2016 – 2041

Population and age structure map - persons aged 18 to 85+ years

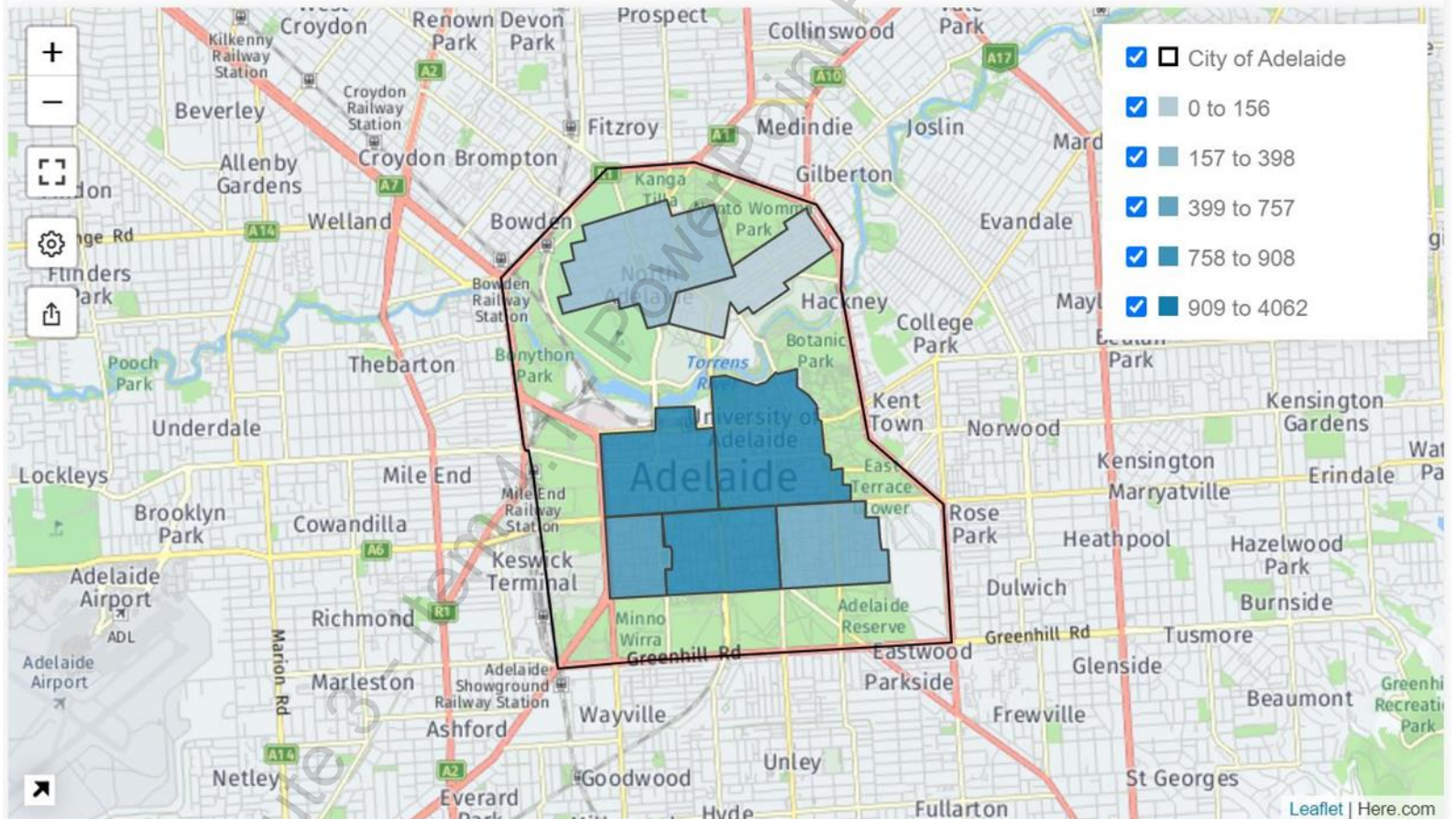
City of Adelaide, 2016 to 2041 number change



Projected Growth 2016 – 2028

Population and age structure map - persons aged 18 to 85+ years

City of Adelaide, 2016 to 2028 number change



Member observations

SUMMARY

- Meetings held with each EM and Lord Mayor to understand views one on one
- These inputs will inform some of the specific options to be pursued
- Overall valid and well reasoned ideas on future options, albeit many similar but some different views
- Growth will be important to factor into option modelling
- EM inputs on Covid impacts very helpful
- Worth testing these various options with Community, seeking its input to inform consideration of preferred option

Member observations

SUMMARY

Variety of views covering all options ie there is support for:

- Wards only
- Wards and Areas
- Area only
- Decrease in number of EMs (to 8-9)
- Increase in number of EMs

Member observations

AREA

Comments included:

- Area Councillor model provides an inherent generic alignment with the *Local Government Act, 1999*, ie each Councillor works in the interests of the whole
- Adelaide is probably too large for Area only model
- Adelaide is probably too small for wards
- Area model reduces politics
- Area model is more associated with party politics
- Area Councillors bring a holistic mindset, area Councillors should be retained
- To get elected in City of Adelaide typically a member requires the support of communities of interest

Member observations

WARDS

- Central ward is largely business based but activity in the CBD impacts residents (particularly in North Ward) and currently there is a representation disconnect in this respect
- Geography of River and Park Lands are significant elements in the consideration of ward boundaries
- North Adelaide is quite different to balance of City of Adelaide, more historic, low scale and established residential land uses
- North Ward has a strongly connected community of interest
- Noted that within North Adelaide there are residential precincts and commercial/business precincts
- Noted that within South Ward there are two or three communities; south east and south west; or south east, south central and south west

Member observations

WARDS

- East Central Ward is more Commercial and Business whereas west is more residential and mixed use
- Although relatively homogenous could divide whole City via King William Street and have East and West
- The three current wards exhibit a logic and discrete characteristics – minor boundary readjustment could achieve quota tolerances
- North and South Wards have more static populations
- More than three wards would increase Council's operating costs

Member observations

Number of Councillors

- Areas of the City are over-represented ie someone in central ward can directly approach three ward Councillors and four area Councillors and the Lord Mayor, a person in North or South Ward can approach two ward Councillors, four area Councillors and the Lord Mayor, therefore each person can directly identify with seven or eight Elected members
- Adelaide previously has had too few Councillors (all area) to adequately represent the community
- A reduction of Councillors could be achieved by removing the Area Councillor roles - would require other additional resources
- South ward's two Councillors currently seen to be representatives of the two broad interest groups in area
- North Ward - some Councillors see two ward Councillors as about right others see one ward Councillor as an option to balance quota issues

Member observations

General Observations and Issues

- Difficult to encourage people to vote and more difficult in city due to more temporary population, visiting workers and students
- Business owners may be under-represented given the need to re-enrol for each election
- Need to represent both residents but also Capital City/State interests
- Key sites and developments in the City that will impact coming and future election cycles, Central Market, Lot 14, 88 O'Connell, Aquatic Centre, Current Children's Hospital site
- Covid-19 impacts are generally considered likely to be temporary but potentially lead to a new normal –impacts will need careful consideration

Matters for Options Paper

Matters for Options Paper

- Consider population projections and cross reference with latest DIT projections, crane index trends, and DAs
- Investigate likely implications of Covid (speak to Uni's about student expectations, and seek other forecast inputs)
- Investigate communities of interest
- Compare City of Adelaide with comparative Councils (other Capital City Councils re: models and representation)

Matters for Options Paper

Prospective Options to be considered

- Election of Lord Mayor (Title and position must continue – *City of Adelaide Act 1998*)
- Area only option
 - » 12 EMs (including LM)
 - » 8 EMs (plus LM)
- Ward options (with and without Area Councillors*)
 - » Current wards (as near as practicable)
 - » Three wards (more materially revised boundaries)
 - » Four ward option (central and south go to three wards from two)
 - » Six ward option

**Options to consider up to 12 Members and potentially both equal and unequal ward models*

Next steps

From here:

- Undertake analysis and prepare Options Paper (February)
- Public Consultation (6 weeks February/March)
- Prepare Representation Report (March/April)
- Public consultation (3 weeks) (May – June)
- Public hearing (June)
- Finalise Review Report present to Commissioner (July – August)

Environmental Leadership

Review of the Adelaide Park Lands CLMP
Planned approach to the review and updating of the Community Land Management Plan for the Adelaide Park Lands

Planning Design & Development
City Policy, Heritage & Park Lands Co-ordination Services



Review of Adelaide Park Lands CLMP Overview of Presentation



CLMP Legislative Requirements



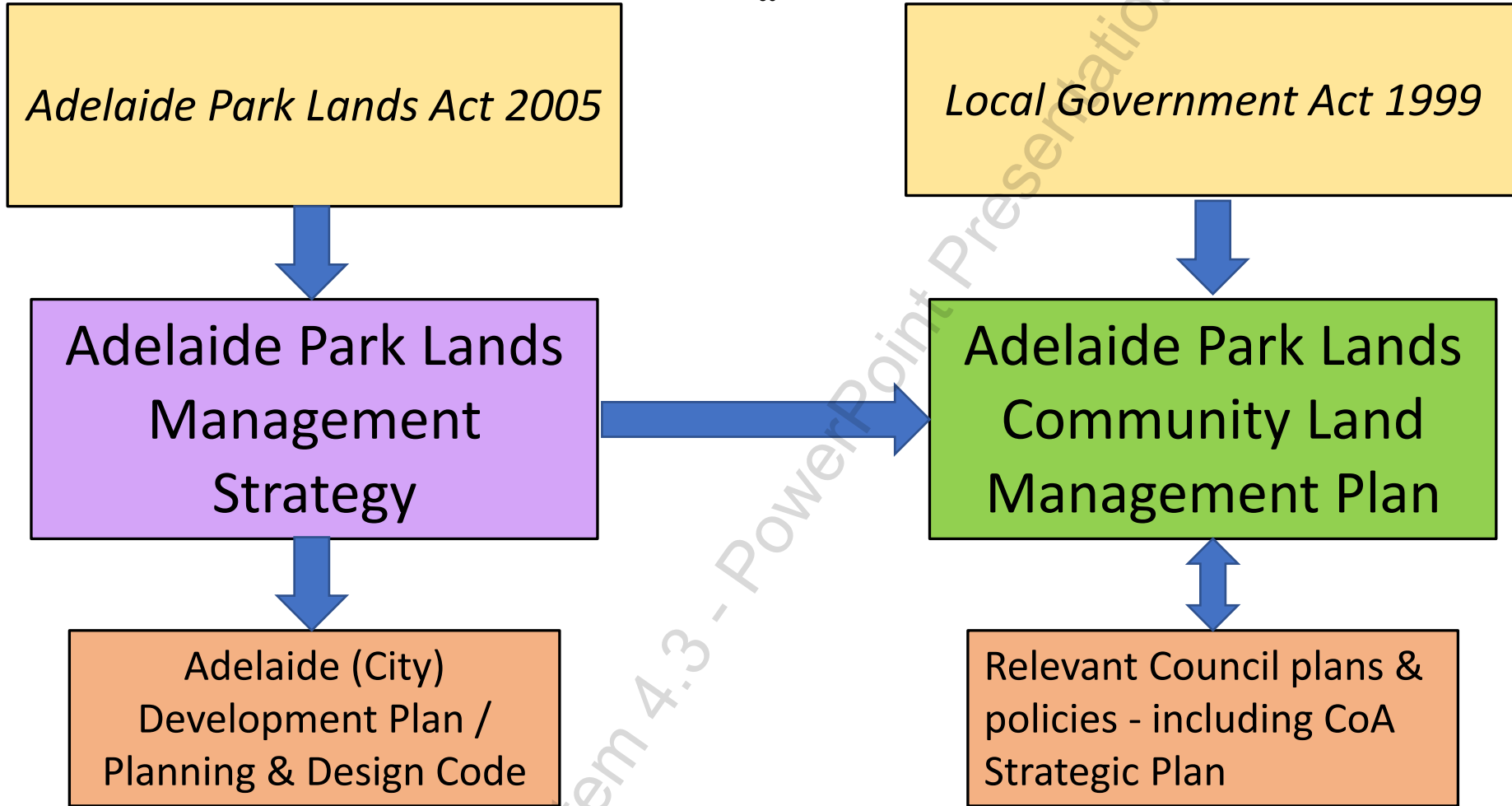
Review Approach



Council's Role

Why have a Community Land Management Plan?

- Requirement of *Local Government Act 1999*
- Represents good governance
- Provides accountability
- CLMP & APLMS: why have both?



- Legislation
- CLMP adopted by Council
- Strategy developed by Adelaide Park Lands Authority
- Other plans & policies adopted by Council

Review of Adelaide Park Lands CLMP Responsibility for Management of the Park Lands



Local Government Act 1999: s196(1a)

“The Adelaide City Council must prepare and adopt a management plan for the Adelaide Park Lands”

Adelaide Park Lands Act 2005: s19(1) & s19(3)

“ consistent with the Adelaide Park Lands Management Strategy”

“ ... undertake a comprehensive review at least once in every 5 years”

Adelaide Park Lands Act 2005: s19(2)

“The Adelaide City Council must consult on a draft of its proposal with -

- (a) the Minister; and*
- (b) the Authority; and*
- (c) any State authority or adjoining council; and*
- (d) any government department or agency, or any council, specified by the Minister.*

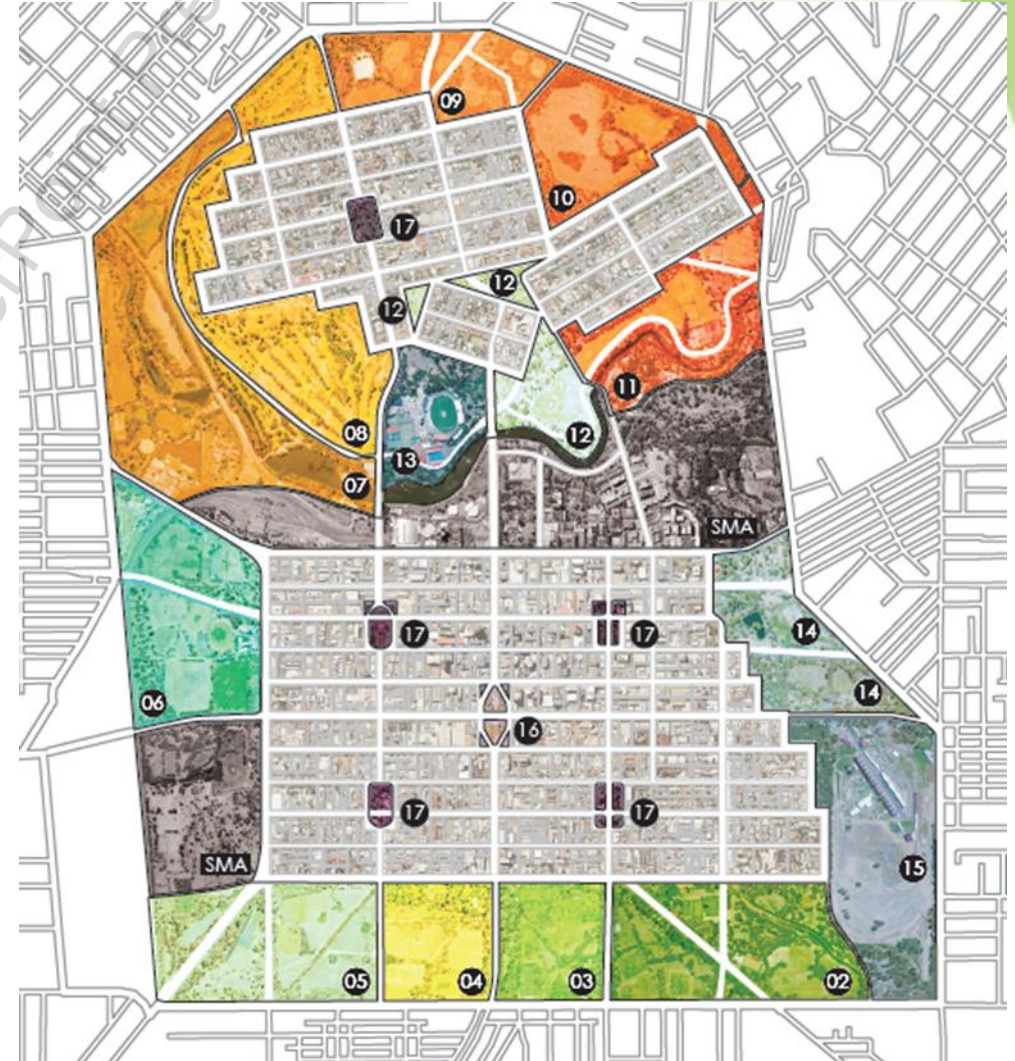
Review of Adelaide Park Lands CLMP

Requirements of a CLMP

- Identify the land to which it applies
- Purpose for which land is held
- Objectives, policies & proposals
- Performance targets & measures
- Restrictions: public use or movement
- Policies: leases / licences

Existing Community Land Management Plan

- One CLMP covering all parks:
 - *Chapter 1: Framework*
 - *Chapters 2-17: by park(s)*
- Last updated 2013



Review of Adelaide Park Lands CLMP

Review Approach

- Alignment with:
 - Legislative requirements
 - APLMS, plans/ policies
- ‘Framework’ becomes General Provisions
- Park by park analysis
- Format & layout

Review of Adelaide Park Lands CLMP Proposed Staging

Care, control and management of the Crown or a State Authority, but still require their own management plans (noting Parliament House & Government House are excluded from the Park Lands)

AO
The core area of the Adelaide Oval is not subject to the APLMS / CLMP

UNDERWAY

STAGE 1
Northern Park Lands

STAGE 2
Eastern & South-eastern Park Lands

STAGE 3
Western & South-western Park Lands

STAGE 4
Park Lands adjacent the river & River Torrens / Karrawirra Park

STAGE 5
North-western Park Lands

STAGE 6
Squares & formal parks



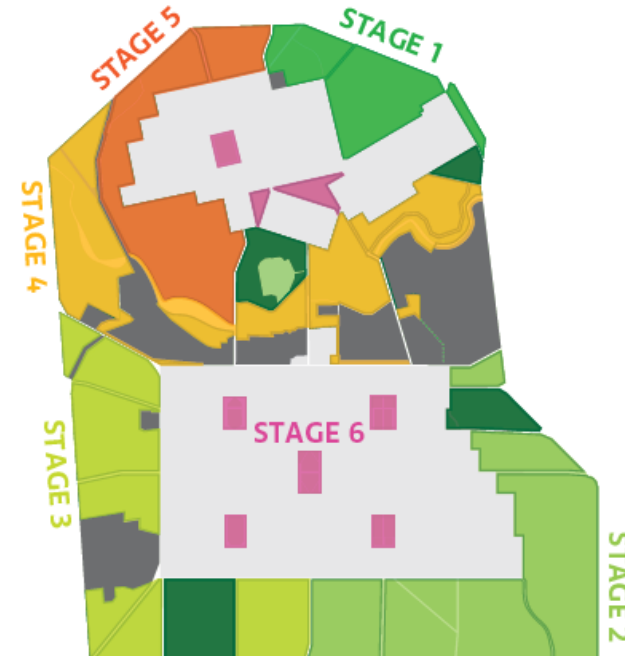
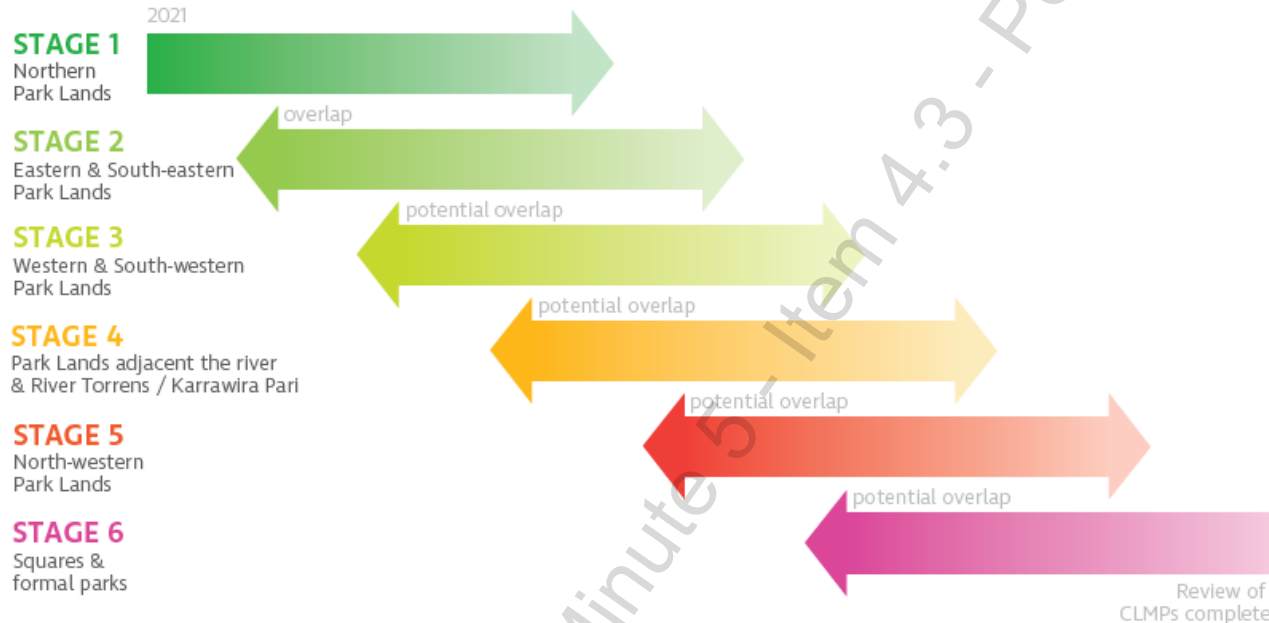
Process (every five years)



Notes

Each CLMP stage is projected to take approximately 9 months.
Timeframes may stretch and overlap based on progress, resources and park requirements.
*Minister = Minister for Transport, Infrastructure & Local Government

Indicative staging



Local Government Act: s199

A council must manage community land in accordance with any management plan for the relevant land

Council cannot approve the use of community land for an activity contrary to the provisions of a CLMP

Council may review and consider an activity not supported by a CLMP, noting any approval is conditional on an amendment to the CLMP in accordance with section 198 of the LG Act

Review of Adelaide Park Lands CLMP

Current Status

Park	Status
Adelaide Oval Precinct / Tarntanya Wama (Park 26)	6 week consultation commencing November (subject to Ministerial approval)
General Provisions	November APLA for feedback /support December Council for approval to consult
Bunday's Paddock / Tidlangga (Park 9)	November APLA for feedback /support
Golden Wattle Park / Mirnu Wirra (Park 21W)	November Council for adoption
Rymill Park / Murlawirrapurka (Park 14)	Awaiting resolution of lake/wetland option
Stage 1: Parks 3 – 8	Review and updating has commenced



CITY OF
ADELAIDE

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 emphasise 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

Residential Growth Snapshot

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

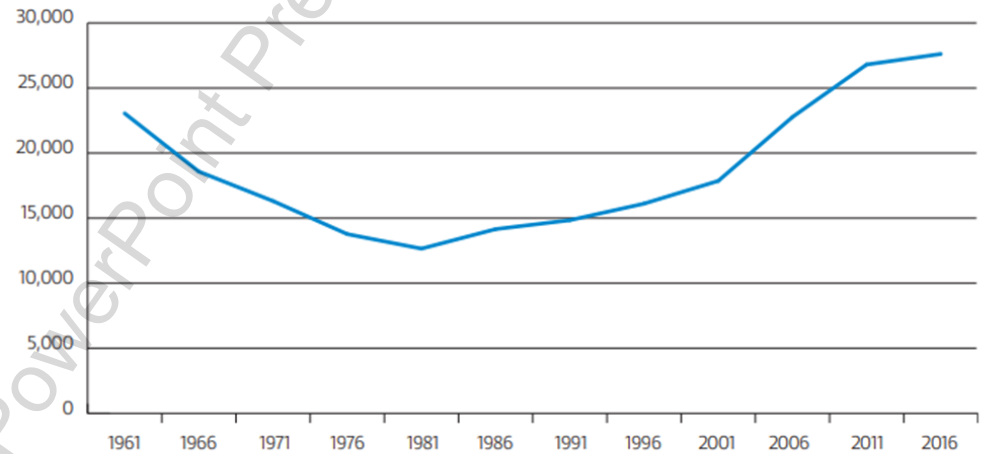
Age groups

- The median age of city residents is 30
- People aged between 25-39 (current Millennial age bracket) 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

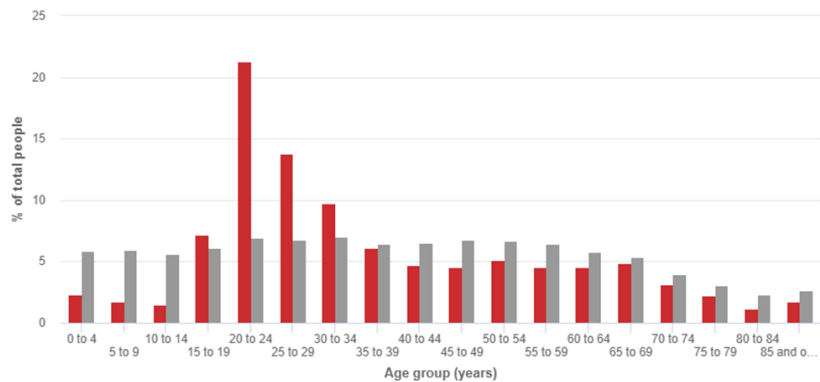


Source: ABS Census data (enumerated)

Age structure - five year age groups, 2016

Total persons

City of Adelaide Greater Adelaide



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

Approximately a third of 'Cosmopolitans' fit within the millennial age bracket (25-39)

'Cosmopolitans'

Metropolitan
market

Interstate
market

Overseas
market

Attracting millennials to live in the city

Summary of the Residential Growth Action Plan 2018-2020

SUPPLY

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

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

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

Advocacy

City Living
Marketing
Strategy

DEMAND

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)

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

Rate Rebates

Jobs &
Migration

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

RESIDENTIAL
GROWTH

Attracting millennials to live in the city

City Living Marketing Strategy Target Markets



FULLFILLMENT 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

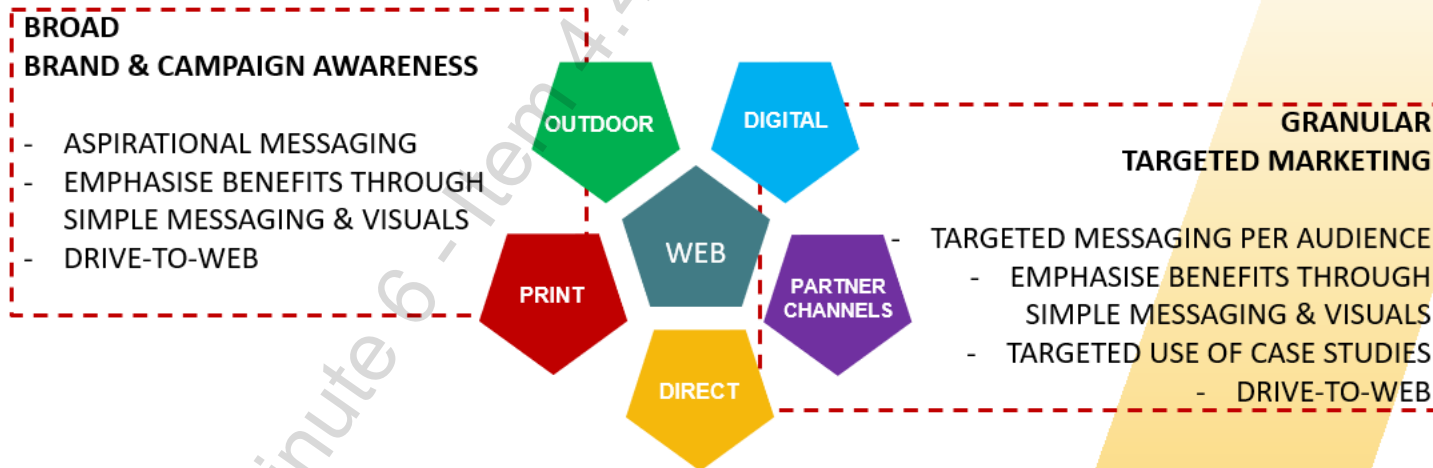
City Living Marketing Campaign – Objectives and Strategic Approach

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:

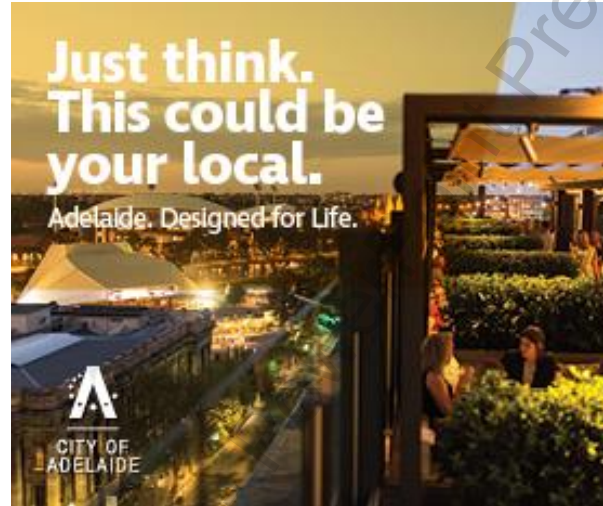
- Convenience – everything at your fingertips, easy access to work (including work/life balance), shopping, dining entertainment. A hub to reach suburban areas or regional SA
- Quality of life (saving commuting time) and sense of community
- World class events, arts and cultural experiences throughout 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

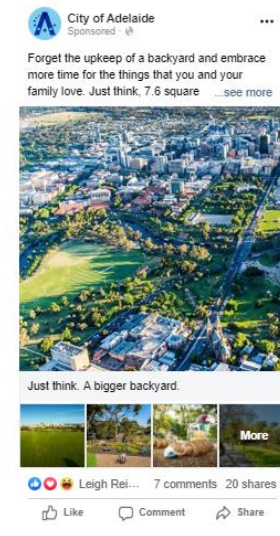
City Living Marketing Campaign - Digital Examples

DIGITAL ADVERTISING – GOOGLE SEARCH & DISPLAY ADVERTISING



SOCIAL MEDIA (ORGANIC)

VIDEOS – MILLENNIAL EXAMPLE



Watch video [here](#)

CASE STUDY : FULFILLMENT SEEKERS / YOUTH



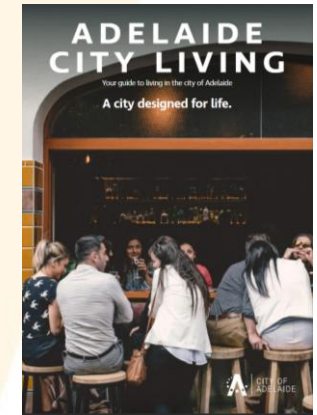
CASE STUDY : BUSINESS MIGRANTS



CASE STUDY : DOWNSIZERS / EMPTY-NESTERS



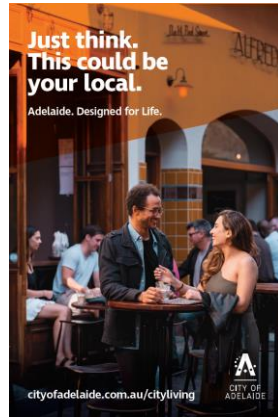
CITY LIVING MAGAZINE



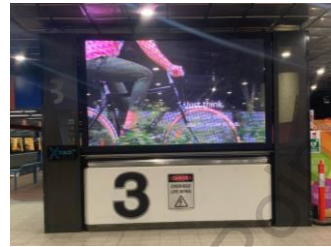
Attracting millennials to live in the city

City Living Marketing Campaign - Outdoor Examples

BUS SHELTERS



X TRACK - RAILWAY STATION



TRAM WRAPS

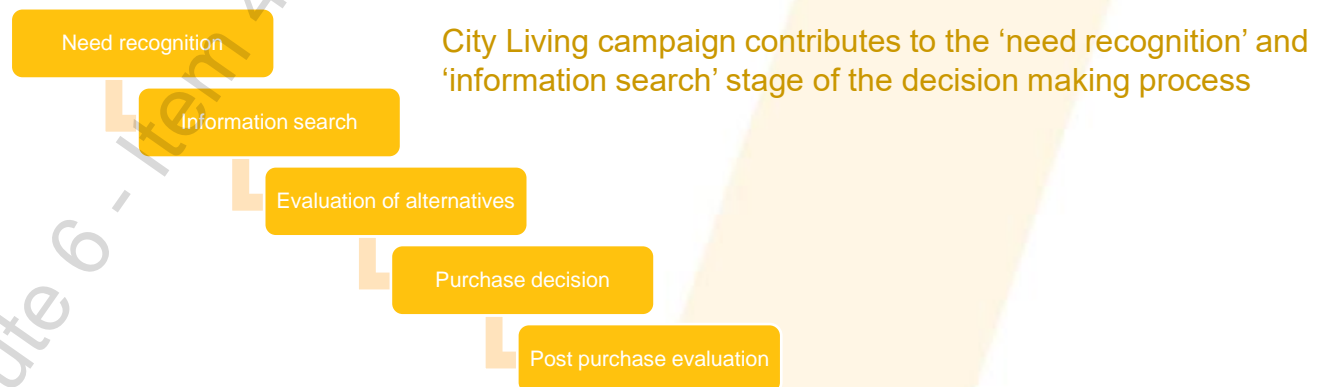


BILLBOARDS



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 eg 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



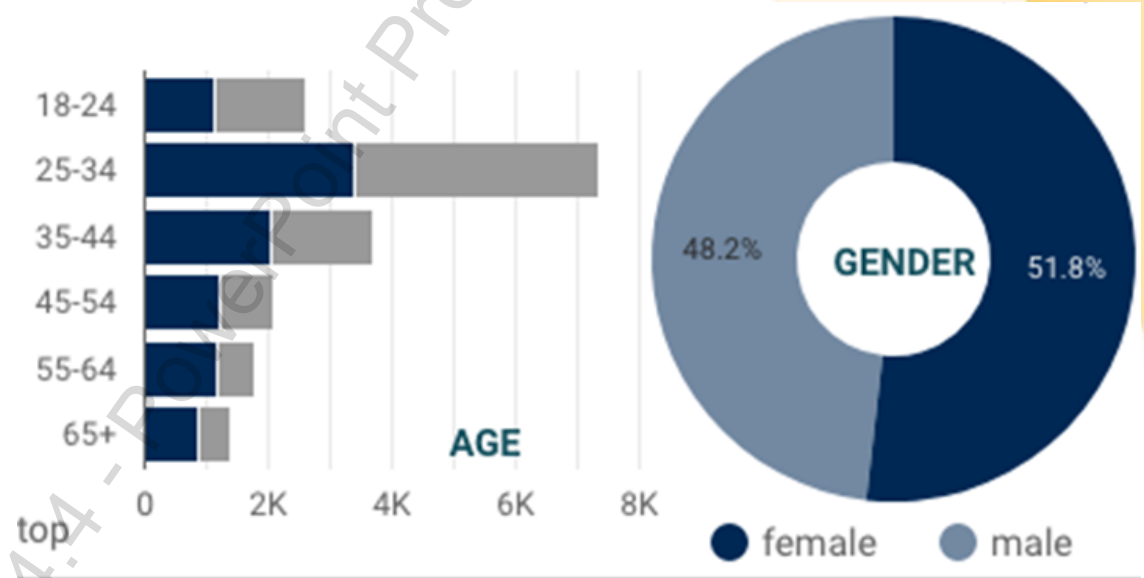
Attracting millennials to live in the city

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 a 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 select 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 e.g. 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**

Attracting millennials to live in the city

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 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

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