



# CITY COMMUNITY SERVICES AND CULTURE COMMITTEE

## Agenda and Reports

for the meeting on

Tuesday, 2 June 2026

at 7.00 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**

CITY COMMUNITY SERVICES AND CULTURE COMMITTEE  
Meeting Agenda, Tuesday, 2 June 2026, at 7.00 pm

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Snape (Chair)

Councillor Giles (Deputy Chair)

Deputy Lord Mayor, Councillor Noon and Councillors Abrahamzadeh, Cabada, Couros, Davis,  
Freeman, Maher, Martin and Dr Siebentritt

## Agenda

Item	Pages
<b>1. Acknowledgement of Country</b>	
At the opening of the City Community Services and Culture Committee meeting, the Chair will state:	
‘The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today.	
We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things.	
We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.’	
<b>2. Apologies and Leave of Absence</b>	
Apology -	
Councillor Abrahamzadeh	
Leave of Absence -	
Councillors Giles and Martin	
<b>3. Confirmation of Minutes - 5/5/2026</b>	
That the Minutes of the meeting of the City Community Services and Culture Committee held on 5 May 2026, be taken as read and be confirmed as an accurate record of proceedings.	
View public <a href="#">5 May 2026</a> Minutes.	
<b>4. Declaration of Conflict of Interest</b>	
<b>5. Deputations</b>	
<b>6. Workshops</b>	
Nil	
<b>7. Reports for Recommendation to Council</b>	
<b>7.1</b> Consultation - 2026 bp Adelaide Grand Final and Associated Motorsport Event - South Australian Motor Sport Board	4 - 16
<b>7.2</b> Draft Park Lands Leasing and Licencing Policy	17 - 37
<b>7.3</b> Draft Sister City and International Arrangements Policy	38 - 68
<b>7.4</b> Community Wellbeing Strategy 2026-2030	69 - 140
<b>7.5</b> Beach Volleyball Facility in Bonython Park / Tulya Wardli (Park 27)	141 – 160

**8. Reports for Noting**

Nil

**9. Closure**

## Consultation - 2026 Adelaide Grand Final and new Associated Motor Sport Event – South Australian Motor Sport Board

Strategic Alignment - Our Community

Public

Tuesday, 2 June 2026

City Community Services and Culture Committee

**Program Contact:**

Jennifer Kalionis, Associate Director City Culture

**Approving Officer:**

Jo Podoliak, Director City Community

## EXECUTIVE SUMMARY

This report forms part of the South Australian Motor Sport Board (SAMSB)'s consultation with the City of Adelaide for the 2026 Adelaide Grand Final (ADLGF) and another Associated Motor Sport Event, as required under Section 20 (4), *South Australian Motor Sport Act 1984* (the Act) wherein the Minister may declare a specified Declared Area and Declared Period for the purposes of carrying out motor sport events. The Minister may also specify a Prescribed Works Period, during which the SAMSB may have access to the land within the Declared Area for the purpose of carrying out works for the event.

This report highlights key information relating to the two SAMSB events and notes the SAMSB's declaration includes reference to the Motorcycle Grand Prix of Australia (MotoGP) circuit redevelopment in Victoria Park / Pakapakanthi (Park 16), and the impacts to Key Biodiversity and Conservation Protection Zones.

The two SAMSB events for consultation under this Declaration are:

### 1. 2026 Adelaide Grand Final (ADLGF) - Thursday 26 to Sunday 29 November 2026

- The proposed SAMSB Declared Area map for the 2026 event has increased by 142,920m<sup>2</sup> of Park Lands area, compared to the 2025 event. These changes are detailed in paragraph 14 of this report.
  - The SAMSB's Declared Area map includes the Butterfly Conservation Zone within the Key Biodiversity Area adjacent to the Pakapakanthi Wetlands. This is included in the 12,952m<sup>2</sup> area increase in Victoria Park / Pakapakanthi (Park 16).
  - The SAMSB's Declared Area map includes increase of 129,968m<sup>2</sup> in Carriageway Park / Tuthangga (Park 17), including areas identified as Revegetation Conservation Zones and Buffer Conservation Zones.
- The occupation of the Park Lands follows a staged approach, which begins in the central area of Park 16. The SAMSB advises that much of the Declared Area remains open and accessible for much of the Prescribed Works Period.
- The total occupation period of 159 days of the Park Lands has remained the same as in 2025.

### 2. New Associated Motor Sport Event - Friday 20 to Sunday 22 November 2026

- The SAMSB will expand 'Grand Final Week' festivities by hosting an Associated Motor Sport Event on the weekend immediately prior to the 2026 ADLGF.
- This event will be included within the same Declared Area and Prescribed Works Period, with a separate Declared Period to the 2026 ADLGF.
- Pursuant to Section 20 (1) of the Act, the specified period the Minister may declare under the Act for any event cannot exceed five days, therefore the Declared Period for the new proposed Associated Motor Sport Event will be gazetted as a separate declaration to the ADLGF.

Pursuant to Section 20 (1) of the Act, the specified period the Minister may declare under the Act for any event cannot exceed five days, therefore the Declared Period for the proposed associated motor sport event will be gazetted as a separate declaration.

The consultation period concludes 15 June 2026.

SAMSB consulted with Kadalitta on 27 May 2026 and a verbal update on their advice will be provided to the Tuesday, 2 June 2026 City Community Services and Culture Committee meeting.

Feedback is being sought on the Declared Area, Declared Period for both events and Prescribed Works Period and in the context of the impact on the Park Lands, City residents, visitors and economy.

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## RECOMMENDATION

The following recommendation will be presented to Council on 9 June 2026 for consideration

### THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Notes the Declaration of the proposed Declared Area, Declared Period and Prescribed Works Period for the purpose of conducting the 2026 Adelaide Grand Final and Associated Motor Sport event as contained in this report.
2. Notes the Declared Area for the 2026 Adelaide Grand Final as shown in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
3. Notes the Declared Area for the 2026 Associated Motor Sport Event as shown in Attachment B to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
4. Notes that the South Australian Motor Sport Board advises that the increase in the Declared Area for the 2026 Adelaide Grand Final includes Carriageway Park / Tuthangga (Park 17) for event car parking facilities, as the existing area used along Fullarton Road will be unavailable due to 2027 Motorcycle Grand Prix of Australia (MotoGP) circuit redevelopment in Victoria Park / Pakapakanthi (Park 16).
5. Authorises the Lord Mayor to write to the South Australian Motor Sport Board and the Chief Executive Officer of the South Australian Motor Sport Board on behalf of Council with its feedback to the 2026 Adelaide Grand Final and Associated Motor Sport event consultation as follows:
  - 5.1. Seeks advice on what measurable ecological thresholds or triggers the Government is monitoring in relation to motorsport activities in Victoria Park / Pakapakanthi (Park 16).
  - 5.2. Seeks the provision of independent, publicly released pre- and post-event ecological monitoring, including cumulative impact reporting over multiple years particularly in relation to the Grey Box Grassy Woodland threatened ecological community and associated biodiversity values.
  - 5.3. Requests the South Australian Motor Sport Board remove the area identified as the Butterfly Conservation Zone from the Declared Area from any proposed motor sport activity in Victoria Park / Pakapakanthi (Park 16).
  - 5.4. Requests the South Australian Motor Sport Board remove areas identified as Revegetation Conservation Zones and Buffer Conservation Zones from any proposed motor sport activity in Victoria Park / Pakapakanthi (Park 16) and the removal of Carriageway Park / Tuthangga (Park 17).
  - 5.5. Seeks advice on the role of independent ecological experts and Traditional Owners in determining acceptable use of Victoria Park / Pakapakanthi for motor sport purposes.
  - 5.6. Seeks from the South Australian Motor Sport Board, advice on an evidence-based limit on the number, duration or scale of motor sport events that Victoria Park / Pakapakanthi (Park 16) can sustainably accommodate each year in relation to its status as a Key Biodiversity Area.
  - 5.7. Noting the expansion of the 2026 Adelaide Grand Final, Council seeks a briefing before 15 June 2026 from the South Australian Motor Sport Board on the proposed impacts, including environmental, of the 2027 Motorcycle Grand Prix of Australia (MotoGP) on the National Heritage Listed Adelaide Park Lands.
  - 5.8. Requests the South Australian Motor Sport Board advise on how obligations contained within the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), *Natural Resources Management Act 2004*, Adelaide Park Lands Management Strategy, Management Agreements, Deeds of Agreement, Master Plan and biodiversity management plans are being monitored and enforced during event planning, the staging of the event,

bump-in and bump-out, and remediation.

- 5.9. Requests the South Australian Motor Sport Board provides an environmental rehabilitation bond, bank guarantee or equivalent financial assurance, sufficient to cover the independent assessment, monitoring, restoration and rehabilitation of any biodiversity, habitat or natural capital impacts arising from the 2026 Adelaide Grand Final and Associated Motor Sport event, with the amount to be determined by an independent ecological assessment.
  - 5.10. Requests the South Australian Motor Sport Board confirm increased public access to the bikeways and pathways and further access considerations and advice for members of the public, during the Prescribed Works Period 2026 Adelaide Grand Final and Associated Motor Sport Event.
  - 5.11. Requests the South Australian Motor Sport Board ensure the use of or the reinstatement of permeable pathways throughout the Declared Area for the 2026 Adelaide Grand Final and Associated Motor Sport Event.
  - 5.12. Request that the South Australian Motor Sport Board works with City of Adelaide and the Adelaide Economic Development Agency to support the visitor economy by promoting visitation to the City, with particular focus on Black Friday, 27 November 2026.
  - 5.13. Request that the South Australian Motor Sport Board facilitates improvements to public transport into and out of the City during periods of road closure for the 2026 Adelaide Grand Final and Associated Motor Sport Event.
  6. Approves the South Australian Motor Sport Board request for the permanent removal of the central toilet block adjacent to the Criterium Track in Victoria Park / Pakapakanthi (Park 16) as part their planned infrastructure works under the proposed 2026 Adelaide Grand Final Prescribed Works Period, on the condition that the South Australian Motor Sport Board provide Council the necessary funding for a new toilet block to be built in Victoria Park / Pakapakanthi (Park 16).
  7. Notes that, consistent with *Adelaide Park Lands Act* Section 9 (g) and the consultation provisions of the *South Australian Motor Sport Act 1984*, all feedback received by Council from the community, will be directed to the South Australian Motor Sport Board and the relevant Minister during the consultation period.
  8. Notes that consistent with South Australia's biodiversity policy objectives, Australia's commitment to protect and restore biodiversity under the 30 by 30 framework, and the established Significant Environmental Benefit principle applied elsewhere in environmental regulation, major events within or adjacent to Key Biodiversity Areas should be required to demonstrate a measurable net positive biodiversity outcome and avoid any cumulative decline in ecological condition over time.
  9. Notes Kadaltilla met on 27 May 2026 as part of the required consultation and will provide feedback to the State Government.
  10. Approves, in addition to the legislative consultation requirements of the South Australian Motor Sport Board, the City of Adelaide facilitate and support a representative Eastern Park Lands Community Reference Group, to bring together a diverse range of community perspectives and articulate key community concerns and views on the impacts of motor sport events in the Adelaide Park Lands to the South Australian Motor Sport Board and the State Government.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<a href="#">Strategic Alignment – Our Economy</a> Adelaide’s unique experience and opportunities attract visitors to our City
Policy	The Community Land Management Plan (CLMP) for Victoria Park / Pakapakanthi (Park 16) states that the <i>South Australian Motor Sport Act 1984</i> provides broad powers to enable the staging of motor sport events. The CLMP notes that ‘Restrictions on public use and movement may be subject to restrictions imposed by the <i>South Australian Motor Sport Act 1984</i> and associated motor sport events as well as other major events’. The CLMPs for Carriageway Park / Tuthangga (Park 17), King Rodney Park / Ityamai itpina (Park 15) and Rymill Park / Murlawirrapurka (Park 14) are also policy considerations under this declaration.
Consultation	Under Section 20 (4) (c) of the <i>South Australian Motor Sport Act 1984</i> there is a legislative obligation for the Minister, through the SAMSB, to consult with Kadaltilla and Council regarding the Declared Area, Declared Period and Prescribed Works Period for the event. SAMSB consulted with Kadaltilla on 27 May 2026 and verbal advice will be provided at this meeting. The SAMSB consultation period concludes 15 June 2026.
Resource	This activity will be facilitated within existing resources.
Risk / Legal / Legislative	Pursuant to powers provided under Section 20 (1) of the Act, the Minister may declare a Declared Area, Declared Period and Prescribed Works Period for the purpose of conducting the various events each year. <i>Environment Protection and Biodiversity Conservation Act 1999 (Cth)</i> <i>Natural Resources Management Act 2004</i> <i>South Australian Motor Sport Act 1984</i> <i>Adelaide Park Lands Act 2005</i>
Opportunities	The event attracts many visitors to the City, in alignment with priorities within the City of Adelaide’s Economic Development Strategy 2024-2028. Administration continues to work with the SAMSB to identify opportunities including greening (short term and long term) within the Declared Area for the benefit of the event, spectators and general Park Lands visitors.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Declarations referred to in this report are in reference to the 2026 Adelaide Grand Final and associated motorsport event, with the end of the Prescribed Works Period proposed to be 7 February 2027.
25/26 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

### Background

1. The 2026 Adelaide Grand Final (ADLGF) will be staged by the South Australian Motor Sport Board (SAMSB) pursuant to powers provided under the *South Australian Motor Sport Act 1984* (the Act). Under Section 20 (1) of the Act, the Minister may declare:
  - 1.1. A specified area (consisting of public road or Park Land or both) in Adelaide, to be a Declared Area under the Act for the purposes of running the event; and
  - 1.2. A specified period (not exceeding five days) to be a Declared Period under this Act for the purposes of the event; and
  - 1.3. A specified period or periods (Prescribed Works Period) under the Act during which the SAMSB may have access to land within a Declared Area for the purposes of carrying out works in the manner contemplated by Section 22 (1a) (and different periods may be specified in respect of different categories of work).
2. Under Section 23 of the Act, the SAMSB must also take all reasonable steps to consult with and take into account representations of persons affected by their operations, including:
  - 2.1. any relevant council or any person having a right of occupation of land within a declared area; or
  - 2.2. any person occupying land immediately adjacent to a declared area; or
  - 2.3. any other person whose business or financial interests might, in the opinion of the Board, be adversely affected by the operations of the Board;
3. On behalf of the Minister responsible for the Act, the Chief Executive SAMSB wrote to the Lord Mayor on 4 May 2026. The Letter [\[Link 1\]](#) outlines the declarations for the two events and was addressed to the Lord Mayor in their capacity as Lord Mayor of the City of Adelaide and as the Presiding Member for Kadaltilla.
4. On 20 May 2026 the CoA Administration received subsequent information from SAMSB including a revised map **Attachment A** showing an increase in the Declared Area for the 2026 ADLGF event within Victoria Park / Pakapakanthi (Park 16).
5. The consultation is for two proposed motor sport events in 2026: the 2026 ADLGF (Thursday 26 to Sunday 29 November 2026) and the new Associated Motor Sport Event (Friday 20 to Sunday 22 November 2026).
6. Pursuant to Section 20 (1) of the Act, the specified Declared Period the Minister may declare under the Act for any event cannot exceed five days, therefore the Declared Period for the proposed new Associated Motor Sport Event will be gazetted as a separate declaration to the ADLGF.
7. Based on the current wording of the *South Australian Motor Sport Act 1984*, there does not appear to be a statutory cap on the number of annual motor sport events. The legislation does not specify:
  - 7.1. a maximum number of events per year,
  - 7.2. a cumulative maximum occupation period, or
  - 7.3. a cap on how often declarations can be made.
8. Historically, the Act included a limit of 'two motor sport events per financial year'. That wording existed in earlier versions of Section 20. However, amendments made in 2022 removed that restriction from the current Act.

**Event 1: 2026 Adelaide Grand Final**

9. The Declared Period covers the event days as well as the day immediately prior to the event. The event dates for 2026 ADLGF are from 26 to 29 November 2026, therefore the Declared Period is from 25 to 29 November 2026 (five days).
10. The event dates for the 2026 ADLGF are at the same time as in 2025, again coinciding with Black Friday trading in the City.
11. The 2026 ADLGF Declared Area in **Attachment A** shows the boundary in red. This does not represent a physical fence line, but a boundary of potential occupation for undertaking the event.
  - 11.1. The occupation of the Park Lands takes a staged approach, commencing in a central section of Victoria Park / Pakapakanthi (Park 16) and progressing through the build process.
12. SAMSB advise that areas of the Park Lands within the Declared Areas are left open and accessible for large periods of time during the Prescribed Works Period.
13. The Prescribed Works Period is proposed to commence on Wednesday 2 September 2026 and conclude on Sunday 7 February 2027. The Prescribed Works Period is a total of 159 days, the same as 2025.

**Noted Changes for 2026**

14. The table following illustrates the changes to the size of the 2026 ADLGF Declared Area (increase of 142,920m<sup>2</sup>) and duration of the Prescribed Works Period.
  - 14.1. 129,968m<sup>2</sup> area increase in Carriageway Park / Tuthangga (Park 17), including areas identified as Revegetation Conservation Zones and Buffer Conservation Zones
  - 14.2. 12,952m<sup>2</sup> area increase in Victoria Park / Pakapakanthi (Park 16) including the Butterfly Conservation Zone.

Table 1 – Comparison Table

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Size of the Declared Area (within the Park Lands)</b>	Approximately 705,000m <sup>2</sup>	Approximately 703,000m <sup>2</sup>	Approximately 766,000m <sup>2</sup>	Approximately 754,537m <sup>2</sup>	Approximately 897,457m <sup>2</sup>
<b>Duration of the Prescribed Works Period</b>	196 days (First year of the event's return)	154 days (28 August 2023-28 January 2024)	161 days (19 August 2024-26 January 2025)	159 days (3 September 2025-8 February 2026)	159 days (2 September 2026 -7 February 2027)
<b>Addition of Declared Areas (within the Park Lands)</b>	-	Within Rymill Park / Murlawirrapurka (Park 14)	Within Victoria Park / Pakapakanthi (Park 16)  Within Rymill Park / Murlawirrapurka (Park 14)	Beaumont Road and associated carparking	Within Carriageway Park / Tuthangga (Park 17) Within Victoria Park/ Pakapakanthi (Park 16)
<b>Reduction of Declared Areas (within the Park Lands)</b>	-	Within Victoria Park/ Pakapakanthi (Park 16) - Southern end	Within Rymill Park / Murlawirrapurka (Park 14) (the Quentin Kenihan Inclusive Playspace)	Within the northwest area of Rymill Park / Murlawirrapurka (Park 14)	Beaumont Road (North) and associated carparking

15. The SAMSB has advised that the increased 2026 ADLGF Declared Area is in part to enable works along Fullarton Road associated with the 2027 Motorcycle Grand Prix of Australia (MotoGP), which have not been specified.
16. The consultation letter the Chief Executive SAMSB wrote to the Lord Mayor on 4 May 2026 [\[Link 1\]](#), includes reference to the 2027 Motorcycle Grand Prix of Australia (MotoGP).

- 16.1. In reference to the 'Declaration of the Declared Area', the letter includes reference to the following change to the 2026 Declared Area: "*Inclusion of Park 17 for event car parking facilities as the existing area used along Fullarton Road will be unavailable due to MotoGP circuit redevelopment*".
17. Administration notes that the extent of the civil works for MotoGP in Park 16, and any other Park Land in the Declared Area, has not yet been provided to Council or Kadaltilla.

#### **Event 2- 2026 Associated Motor Sport Event**

18. In 2026, the SAMSB is also presenting a new Associated Motor Sport Event to be held in King Rodney Park / Ityamai-itpina (Park 15) and Rymill Park / Murlawirrapurka (Park 14).
19. This is intended to expand 'Grand Final Week' festivities by hosting an Associated Motor Sport Event on the weekend immediately prior to the 2026 ADLGF, across three days from Friday 20 to Sunday 22 November 2026. This event will be included within the same Declared Area and Prescribed Works Period, with a separate Declared Period to the 2026 ADLGF.
20. The Declared Period covers the event days as well as the day immediately prior to the events. The event dates for the new Associated Motor Sport Event are from 20 to 22 November 2026, therefore the Declared Period is from 19 to 22 November 2026 (four days).
21. The Declared Area for the new Associated Motor Sport Event, to be held in Park 14 and Park 15, is shown in **Attachment B**. This does not represent a physical fence line but a boundary of potential occupation for undertaking the event.
22. The Declared Area for the events in 2026 incorporates:
  - 22.1. The new Associated Motor Sport Event, to be held in Park 14 and Park 15.
  - 22.2. Continued exclusion of the Quentin Kenihan Inclusive Playspace from the Declared Area, allowing it to remain open to the public.
  - 22.3. Addition of Victoria Park / Pakapakanthi (Park 16) area including in the Butterfly Conservation Zone.
  - 22.4. Addition of Carriageway Park / Tuthangga (Park 17). It is understood use of this area is for the facilitation of car parking for the weekend of the ADLGF event but the detail of this is to be confirmed
  - 22.5. Removal of Beaumont Road (North) and associated carparking, and incorporation of Beaumont Road (South) compared to the 2025 event declarations.

#### **SAMSB Consultation and Other User Impacts:**

23. Other users that the SAMSB must take into account in relation to Section 23 of the *South Australian Motor Sport Act 1984* (outlined in paragraph three of this report) include:
  - 23.1. Residents and local businesses that are impacted through proximity to the Declared Area and event activities. SAMSB in the delivery of their events can impact residents and local businesses with noise, road closure, parking restrictions, and access to the Park Lands.
  - 23.2. Section 23 (3) of the Act requires the SAMSB to consult with 'any person occupying land immediately adjacent to a declared area', or 'any other person whose business or financial interests might, in the opinion of the Board, be adversely affected by the operations of the Board'.
  - 23.3. The events will also impact commercial businesses, CoA lease and licence holders, and community users of the Eastern Park Lands.
  - 23.4. Criterium Track and Cycling Events users
    - 23.4.1. The Criterium Track is a purpose built offroad cycling facility and the only one of its kind servicing metropolitan Adelaide. Criterium racing is traditionally held in the summer months, on weeknights, taking advantage of daylight saving.
    - 23.4.2. This event will have an impact on the ability of cycling organisations to hold a full criterium season with the track not being available for over three weeks (including the 2026 ADLGF and associated motor sport event dates).
    - 23.4.3. The SAMSB have advised they will meet with AusCycling before the Prescribed Works Period commences, to set timeframes for use of the Criterium Track pre and post event. Where possible the SAMSB will accommodate use of the Criterium Track for night racing up until it is determined by SAMSB that it is no longer safe to do so.
  - 23.5. Community use of the skate park and 3-on-3 basketball courts in Park 15.
  - 23.6. Community use of the Glover East Playground.

- 23.7. Use of the three playing fields and cricket nets in Park 15 used for school and community sport, including post-event impacts due to playing surface remediation requirements.
- 23.8. Community use of the disc golf facility in Park 15.
- 23.9. Existing commercial lessees of the Victoria Park Grandstand, Victoria Park Social Club and Kiosk Lola, with trading encumbrances on the lessees, if they choose to be involved in the event.
- 23.10. Seasonal hire users of the playing fields in Park 16 and Park 17. Park 17 has not previously been included in the Declared Area and impacted licensees should be fully consulted.
- 23.11. Parkrun, a free community running event held every Saturday morning in Park 16.
- 23.12. A number of events proposed to be held in the Park Lands.
- 23.13. Significant number of visitors and casual users who recreate in Park 16 every day.
- 24. CoA Administration recommends that the SAMSB write to all these operators to ensure they are well informed of the planned impacts and respective dates, with details on who to contact with any questions.
- 25. It is recommended that, in addition to the legislative consultation requirements of the SAMSB, the City of Adelaide establish, facilitate and support a representative Eastern Park Lands Community Reference Group. The purpose of the Reference Group would be to bring together a diverse range of community perspectives and articulate key community concerns, enabling Council to proactively present informed community views to the SAMSB and the State Government.

#### **Additional Issues Arising from the Consultation:**

##### **A. Native Vegetation Area and Native Grass Restoration Site**

- 26. The impacted Park Lands include one of the most significant biodiversity areas within the Adelaide Park Lands, containing remnant woodland ecosystems that once covered much of the Adelaide Plains.
- 27. The southern section of Park 16 is recognised as Key Biodiversity Area 1 (KBA1) in the CoA Biodiversity Survey Summary Report (Summary Report) ([Link 2](#)), supporting native grasslands, wetlands, butterfly habitat and environmentally sensitive conservation zones that provide important ecological connectivity for native plants and wildlife within an increasingly urbanised city.
- 28. Findings in the Summary Report demonstrate the success of ongoing revegetation and habitat restoration efforts, with increased species diversity, expanded habitat distribution and the return of native fauna through wetland creation and ecological management.
- 29. The Summary Report ([Link 2](#)) notes that the endangered ecosystem Grey Box Woodlands and Derived Native Grasslands of South-Eastern Australia, and 11 plant species of conservation significance were identified in KBA1 including:
  - 29.1. Mount Lofty Speedwell (Endangered) *Veronica derwentiana* ssp. *Homalodonta*
  - 29.2. Wavy Marshwort (Rare) *Nymphoides crenata*
  - 29.3. Swollen Spear-grass (Rare) *Austrostipa gibbosa*
  - 29.4. Native Sorrell (food for the Chequered Copper Butterfly caterpillar) *Oxalis perennans*
- 30. The Grey Box (*Eucalyptus microcarpa*) Grassy Woodlands and Derived Native Grasslands is a threatened ecological community listed under the Federal *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). It represents a distinctive woodland and grassland ecosystem once widespread across southeastern Australia, now severely fragmented by agriculture and urban development.
- 31. In 2011, the CoA entered into a Deed with the Minister for Sustainability, Environment and Conservation pursuant to Section 205 of the *Natural Resources Management Act 2004* to protect Grey Box Woodlands and Derived Native Grasslands occurring in Park 16 (KBA1). The Deed requires Council to protect and improve the native vegetation in the designated area.
  - 31.1. Clause 5.1.4 of the management agreement obliges Council to make third parties aware of the agreement; specifically, Council must: *“Take all reasonable measures to make any third party using the facilities adjacent to the Native Vegetation Site aware of the requirements of this Deed and the requirements of the approved management plan”*.
- 32. There is a Victoria Park / Pakapakanthi Remnant Vegetation Management Plan (2018) in place between the City of Adelaide and the Minister for Environment and Conservation and that both parties consider the vegetation at the site to be within the definition of the endangered ecosystem listed under the EPBC Act.

33. In consideration of the obligations to comply with the Federal EPBC Act or make notifications, the Act requires that the Minister responsible for the SAMSB and the 2026 ADLGF and Associated Motor Sport Event, to make a self-referral under the EPBC Act in relation to this significant area and event and taken steps to prepare an environmental impact assessment and heritage impact assessment.
34. The information provided by the SAMSB does not indicate whether the responsible Minister has made a self-referral under the Federal EPBC Act associated with the listed threatened ecological community for assessment of whether the proposal constitutes a controlled action.
35. The SAMSB's 2026 ADLGF Declared Area map (**Attachment A**) shows the location of the Native Vegetation Management Area, enclosed by a low-lying fence which restricts vehicle access, but does not limit large scale people movement and potential pedestrian damage.
36. Predicted impacts on the site due to pedestrians from the 2026 ADLGF will require additional site protection. It is recommended that this protection be at the cost of the SAMSB.
37. A Native Grass Restoration Site exists immediately south of the Native Vegetation Management Area. The location of this area is also shown in the area map [[Link 3](#)].
38. It should be noted that the 2026 ADLGF Declared Area within Carriageway Park / Tuthangga (Park 17) also contains areas defined as Revegetation Conservation Zones and Buffer Conservation Zones through the CoA Biodiversity Survey [[Link 4](#)]. The *South Australian Motor Sport Act 1984* may authorise occupation and control of land for an event, but it does not necessarily extinguish independent environmental or heritage obligations arising under other laws.
39. The Act contains specific override powers that can displace normal protections and controls applying under the *Adelaide Park Lands Act 2005* during declared motor sport events. Repeated and expanded use that effectively permanently alters the Park Lands may exceed that purpose.
40. Consistent with South Australia's biodiversity policy objectives, Australia's commitment to protect and restore biodiversity under the 30 by 30 framework, and the established Significant Environmental Benefit principle applied elsewhere in environmental regulation, major events like the 2026 ADLGF and new Associated Motor Sports Event within or adjacent to Key Biodiversity Areas should be required to demonstrate a measurable net positive biodiversity outcome and avoid any cumulative decline in ecological condition over time.
41. The long-term success of major events within the Adelaide Park Lands depends not only on statutory approvals but also on maintaining community trust and social licence. Recent controversies relating to environmental impacts within the Park Lands demonstrate that decisions affecting biodiversity and cultural values are subject to heightened public scrutiny. Accordingly, environmental safeguards should be designed to demonstrate that biodiversity outcomes are independently verified, transparently reported and demonstrably improved over time.

#### **B. Butterfly Conservation Zone**

42. [Link 4](#) shows the Butterfly Conservation Zone, which is within the Key Biodiversity Area adjacent to the Pakapakanthi Wetlands.
43. The Chequered Copper Butterfly *Lucia limbaria* and its caterpillar food plants were found in Park 16 in 2011.
44. This butterfly species is considered rare and of biological significance by butterfly experts and ecologists.
45. The extent of the primary habitat for the Chequered Copper Butterfly has been mapped and is shown in [[Link 3](#)].
46. The CoA continues to manage the conservation of this rare butterfly colony and its caterpillar food sources, in this Key Biodiversity Area.
47. Since the discovery of the butterfly in Park 16, CoA has communicated its concerns to the SAMSB in relation to the motor sport event's impacts on the butterfly conservation zone. The impact of heavy vehicle movements and potential damage from pedestrians if southern sections of Park 16 and 17 are used for car parking is a particular and ongoing CoA concern. It is recommended that additional protection be at the cost of the SAMSB.

#### **C. National Heritage Listing**

48. The Adelaide Park Lands are National Heritage listed under the *Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)*.
49. Park 16 is especially sensitive to cumulative impacts because it is within the National Heritage boundary and parts contain remnant ecological values.

50. Under the *EPBC Act*, actions likely to have a significant impact on National Heritage values may require referral and Commonwealth approval.

#### **D. Remediation**

51. Section 22 of the Act states that the SAMSB must comply with reasonable conditions determined by a relevant council or any person having a right of occupation of the land or any part of the land, and these conditions may:
- 51.1. Section 22 (3 a) limit or prevent any unnecessary or reasonably avoidable interference with or damage to the land or anything growing on or built on the land
  - 51.2. Section 22 (3 e) without limiting a preceding paragraph, that provide for the management, protection or rehabilitation of land (including land outside the declared area that may be affected by the Board's activities).
52. Assessment and remediation of the infrastructure and turf areas impacted by the 2026 ADLGF and associated motor sport event will occur in a staged approach as infrastructure is removed. The SAMSB covers annual costs associated with required remediation.
53. Land Management activities in Parks 16 and 17 includes Cultural burning. This activity is closely aligned with the City of Adelaide's strategic commitments outlined in the Reconciliation Action Plan 2024-2027, the Adelaide Park Lands Management Strategy – Towards 2036 and the Integrated Climate Strategy 2030.

#### **E. Master Plan for Victoria Park / Pakapakanthi (Park 16)**

54. The CoA has managed the Park Lands, including Park 16, since 1852 on behalf of the people of Adelaide and the state of South Australia. Over the last 174 years, the CoA has made a significant financial contribution to the care and management of the Park Lands, including the Eastern Park Lands.
55. On 9 July 2024, Council endorsed the Park 16 Master Plan.
56. On 23 September 2025, Council noted the advice of Kadaltilla from the meeting of the Board held on 18 September 2025, in relation to Park 16 Master Plan Implementation Projects.
57. A key consideration within the Master Plan for Park 16 is exploring opportunities for short term and long-term greening in the northern section of the park, which falls within the Declared Area.
58. New trees were planted in Park 16 following the 2024 motor sport event and will continue to be planned in line with the agreed Park 16 Master Plan Implementation Projects.

#### **F. SAMSB Request Removal of Toilet Block**

59. Subsequent to the formal consultation letter from the Chief Executive, the SAMSB has informally requested the removal of the central toilet block adjacent to the Criterium Track in Park 16 as part their planned infrastructure work under the Prescribed Works Period.
60. Any such request would need to be considered for decision by Council.
61. This is a decision for Council and would need funding from external sources, as the building is not considered in the current CoA four-year Asset Management Plan.

#### **G. Public Path Access Restrictions**

62. SAMSB advises that to maintain public access to the Park Lands for as long as possible, the event uses a staged build methodology, which leaves the erection of fencing and particularly the closing of sections, as late as possible.
63. SAMSB advises that the two east-west footpaths through Park 16 between Fullarton Road and Halifax Street will remain open for as long as possible during the Prescribed Works Period.
- 63.1. To facilitate the safe and timely delivery of the 2026 ADLGF, there will be a requirement to periodically close one of these paths.
  - 63.2. The SAMSB notes that at least one path will be open at all times except for the seven days prior to the Declared Period and seven days post the Declared Period. There will be additional short closures during high-risk construction works.
64. The SAMSB will develop an event signage plan that informs users of the Park Lands of access changes, path closure times and dates as well as alternative access routes. This will be complemented by planned website notifications, advising the public what will be inaccessible and for what period.

## H. Road Closures

65. Historically, there are a number of road closures associated with the ADLGF and there will be impacts to road users who travel east-west through or into the City. Detours are put in place during this time and are monitored to ensure efficiency. Impacts to travel times will be expected during peak times as conditions change.
66. The duration and nature of the road closures are noted as being similar to the 2025 event.

## I. Economic Impact

67. The Adelaide Economic Development Agency (AEDA) provides the SAMSB with multiyear funding for the ADLGF through the Events and Festivals Sponsorship Program of \$30,000 per year across a three-year agreement, through 2025-2027.
  - 67.1. Funding is intended to support and enhance the 'Grand Final Parade' element of the event. The 'Grand Final Parade' features Supercar drivers travelling through city streets under police escort before arriving at Victoria Square / Tarntanyangga for a driver signing session, which is free for the public to attend.
68. In May 2026 the State Government reported that the 2025 event's economic benefit exceeded \$100 million. The methodology behind this calculation is unknown, as is the specific economic benefit for the City and North Adelaide.
69. In 2026 the ADLGF will again coincide with Black Friday trading in the City, as it has done in 2023 and 2025. AEDA reported in its 2025 Quarter 2 Report that the 2025 Black Friday sales saw city-wide expenditure stable across the weekend compared to the 2024 Black Friday weekend although retail expenditure city-wide was down 3.5%.
70. The 2025 Black Friday foot traffic numbers were impacted by the 18.8mm of torrential rain that fell in Adelaide. Trading on the Saturday was up 19% on 2024 and up 6% on 2023 (the last time Black Friday weekend coincided with the Adelaide Grand Final car race).

## Kadaltilla / Park Lands Authority

71. Kadaltilla met on 27 May 2026 to consider the declarations as part of the consultation, and an update will be provided to the Committee by the Presiding Member.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – Letter from Chief Executive, SA Motor Sport, Department of the Premier and Cabinet to the Lord Mayor

**Link 2** – City of Adelaide Biodiversity Survey Summary Report 2024

**Link 3** – Map of the 2026 Adelaide Grand Final changes to the Declared Area and the Park Lands Protection Areas following update provided by SAMSB on 20 May 2026

**Link 4** – City of Adelaide Key Biodiversity Area 1 Map

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## ATTACHMENTS

**Attachment A** – Map of the Proposed 2026 Declared Area – Adelaide Grand Final


**Attachment B** – Map of the Proposed 2026 Declared Area – Associated Motor Sport Event

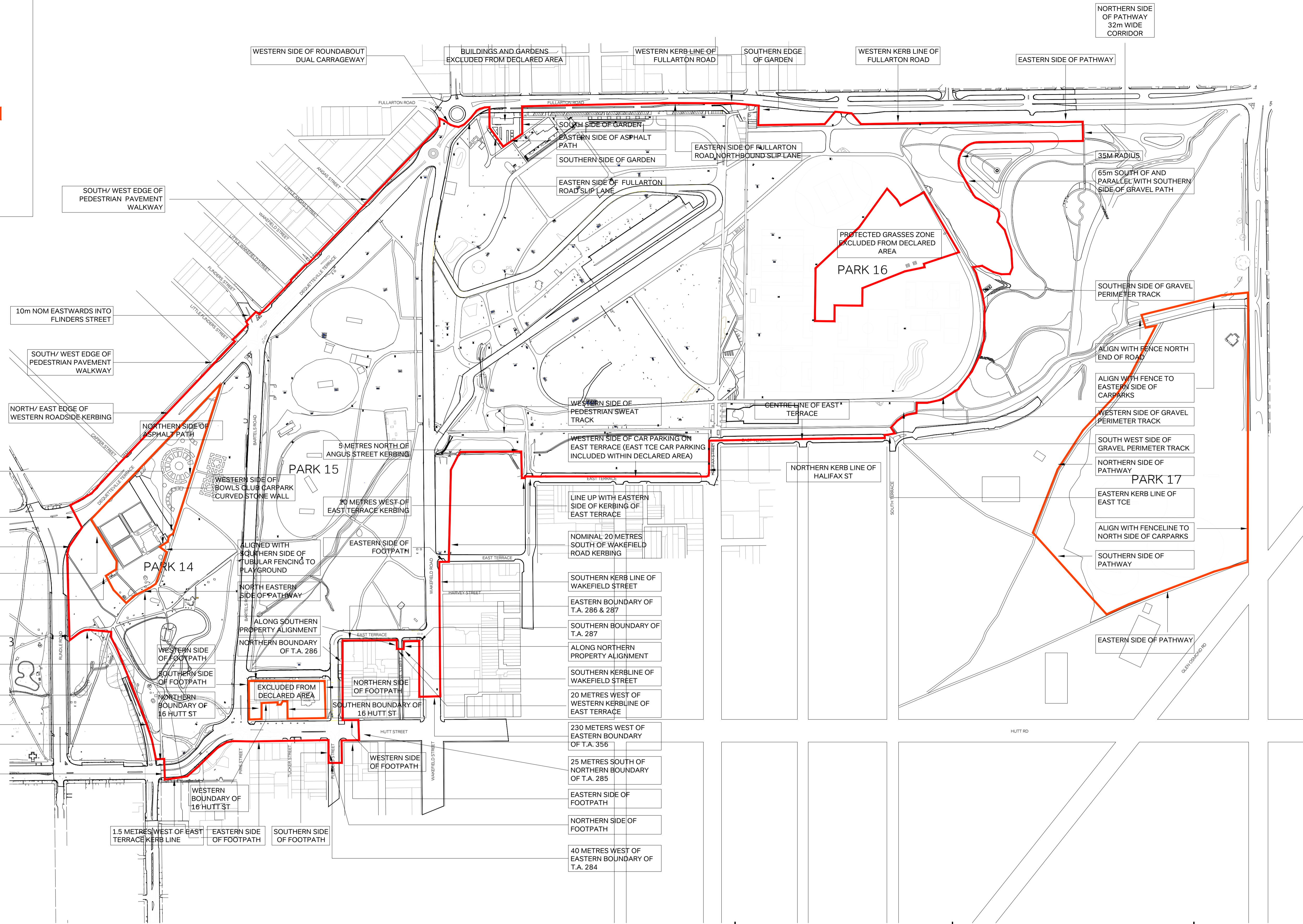
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- END OF REPORT -

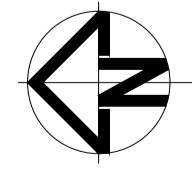
**SOUTH AUSTRALIAN  
MOTOR SPORT ACT 1984  
AS AMENDED**

Boundary of the declared area  
Hundred of Adelaide  
County of Adelaide

The boundary of the declared area is shown   
Town Acre shown as ..... T.A. 356  
Certified Correct  
Surveyor General



Page 15



CLIENT



N/A

AUTHOR  
P.Wait

DESIGNER  
L.Walker

REVIEWER  
J.Temme

PROJECT  
2026 bp Adelaide Grand Final  
Adelaide Parklands  
Adelaide, South Australia, Australia

TITLE  
Declared Area



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www.iedm.com.au


DWG No.	PROJECT No.	REVISION
D001	26005	02

D001 26005 02

Attachment A

SOUTH AUSTRALIAN  
MOTOR SPORT ACT 1984  
AS AMENDED

Boundary of the declared area  
Hundred of Adelaide  
County of Adelaide

The boundary of the declared area is shown 

Town Acre shown as ..... T.A 356

Certified Correct

Surveyor General

75 METRES EAST OF SKATE  
PARK FENCE

SOUTH WESTERN SIDE OF  
FOOTPATH

NORTHERN SIDE OF  
ASPHALT PATH

WESTERN SIDE OF BOWLS  
CLUB CARPARK CURVED  
STONE WALL

ALIGNED WITH FENCE &  
BRICK WALL SEPARATING  
BOWLS CLUB FROM PARK 14

ALIGNED WITH SOUTHERN  
SIDE OF TUBULAR FENCING  
TO PLAYGROUND

NORTH EASTERN SIDE OF  
PATHWAY

SOUTHERN SIDE OF TUNNEL

EASTERN SIDE OF PATH

5 METRES SOUTH OF  
PEDESTRIAN CROSSING

1.5 METRES WEST OF EAST  
TERRACE KERB LINE

WESTERN  
BOUNDARY OF  
16 HUTT ST

WESTERN SIDE  
OF FOOTPATH

SOUTHERN SIDE  
OF FOOTPATH

NORTHERN  
BOUNDARY OF  
16 HUTT ST

EXCLUDED FROM  
DECLARED AREA

NORTHERN SIDE  
OF FOOTPATH

SOUTHERN BOUNDARY OF  
16 HUTT ST

SOUTHERN KERB LINE OF  
WAKEFIELD STREET

EASTERN BOUNDARY OF  
T.A. 286 & 287

SOUTHERN BOUNDARY OF  
T.A. 287

ALONG NORTHERN  
PROPERTY ALIGNMENT

SOUTHERN KERBLINE OF  
WAKEFIELD STREET

20 METRES WEST OF  
WESTERN KERBLINE OF  
EAST TERRACE

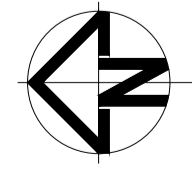
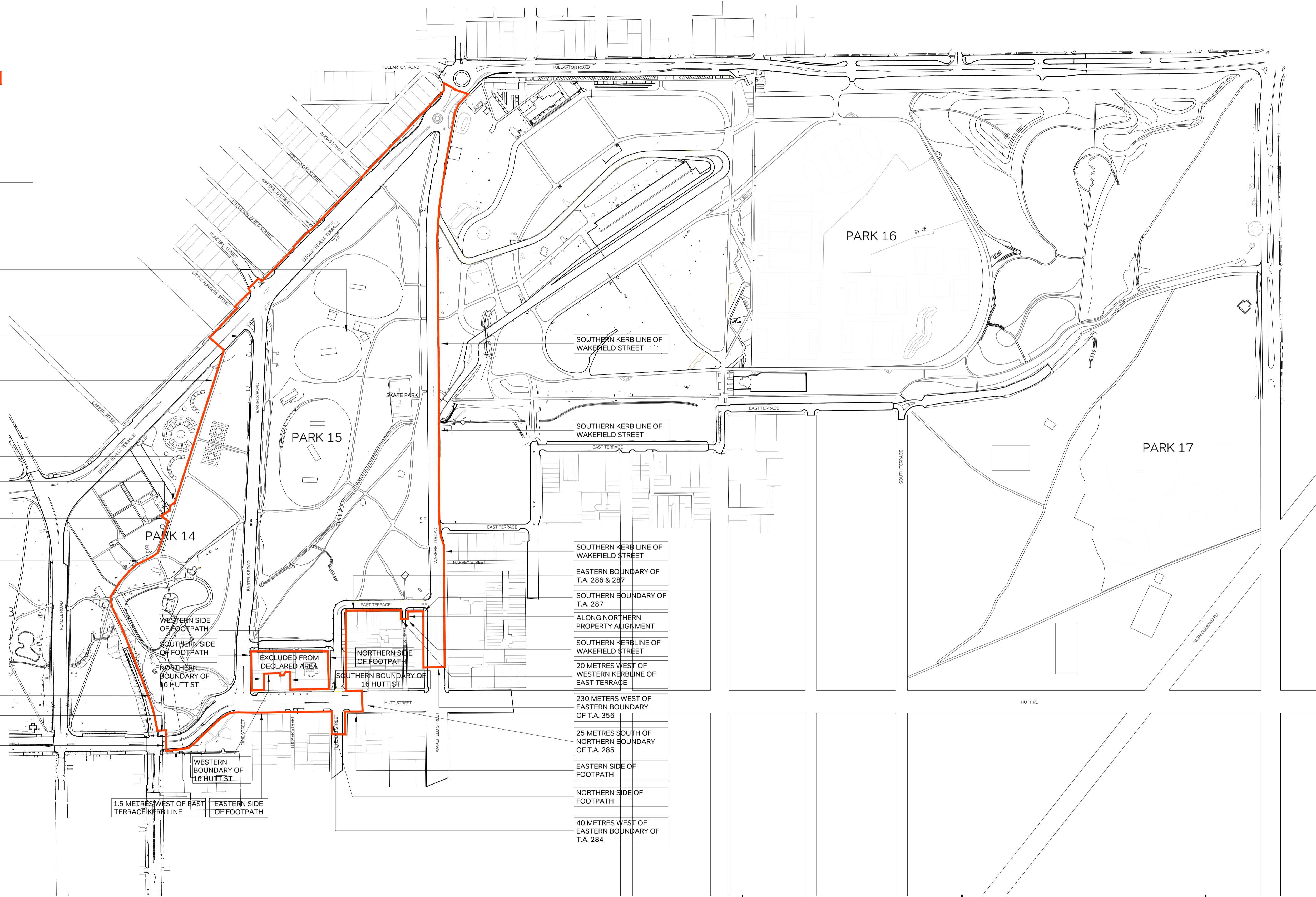
230 METRES WEST OF  
EASTERN BOUNDARY  
OF T.A. 356

25 METRES SOUTH OF  
NORTHERN BOUNDARY  
OF T.A. 285

EASTERN SIDE OF  
FOOTPATH

NORTHERN SIDE OF  
FOOTPATH

40 METRES WEST OF  
EASTERN BOUNDARY OF  
T.A. 284



CLIENT



N/A

AUTHOR  
P.Wait

DESIGNER  
P.Wait

REVIEWER  
J.Temme

PROJECT  
2026 bp Adelaide Grand Final  
Adelaide Parklands  
Adelaide, South Australia, Australia

TITLE  
Declared Area Event 2



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DWG No. PROJECT No. REVISION

D034 26005 02

Attachment B

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## Draft Adelaide Park Lands Leasing and Licensing Policy

Strategic Alignment - Our Community

Public

Tuesday, 2 June 2026  
City Community Services and Culture Committee

**Program Contact:**  
Jennifer Kalionis, Associate Director City Culture

**Approving Officer:**  
Jo Podoliak, Director City Community

### EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval to undertake public consultation on an update to the Adelaide Park Lands Leasing and Licensing Policy (Draft Policy).

The Draft Policy outlines Council's approach to managing lease and licence agreements on Community Land under its care and control within the Adelaide Park Lands for the benefit of the community.

The current Policy was adopted in 2016. Since then, Council Administration has engaged with Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) and Council Members on multiple occasions, including public consultation on a draft in 2022. Subsequent workshops were held with Council Members, the most recent on 5 May 2026.

Much of the deliberation surrounding the Policy has focused on community buildings, leading to the development and adoption of a new, separate Adelaide Park Lands Community Buildings (Sport and Recreation) Policy in 2024.

The Draft Policy attached to this report is the culmination of feedback received to date, along with industry benchmarking and best practices.

The following four guiding principles set the framework for the Draft Policy:

- **Strategic Alignment:** Lease and licence arrangements will support Council's strategic objectives and deliver positive community outcomes.
- **Sustainability and Stewardship:** Leases and licences will support the long-term sustainability and responsible stewardship of Park Lands assets.
- **Inclusive and Equitable Access:** The Park Lands are a shared community asset and will remain welcoming and accessible to a diverse range of users.
- **Good Governance:** Leases and licences will be managed in a transparent, consistent and accountable manner.

It is recommended that public consultation on the Draft Policy be undertaken before Kadaltilla and Council consider it for adoption.

This matter was considered by Kadaltilla on 27 May 2026.

---

### RECOMMENDATION

The following recommendation will be presented to Council on 9 June 2026 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Approves the Draft Adelaide Park Lands Leasing and Licensing Policy, as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026, for the purpose of public consultation.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b> The Draft Adelaide Park Lands Leasing and Licensing Policy (Draft Policy) aligns with the City of Adelaide 2024-2028 Strategic Plan, in particular, ‘enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport’.
Policy	If adopted, the Draft Policy will supersede the 2016 Adelaide Park Lands Leasing and Licensing Policy.
Consultation	Public consultation on the Draft Policy is proposed for a three-week period between June and July 2026.
Resource	Public consultation on the Draft Policy will be undertaken utilising existing resources.
Risk / Legal / Legislative	The Draft Policy aligns with relevant legislation and notes that the <i>Retail and Commercial Leases Act 1995</i> (SA) does not apply to the Adelaide Park Lands.
Opportunities	The Draft Policy identifies opportunities for external organisations to act as Park Lands stewards, contributing to environmental initiatives and fostering community connections in return for being granted rights to Park Lands assets.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Once adopted, the Policy will be reviewed every four years.
25/26 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	The Draft Policy proposes a range of lease and licence fees and maintenance responsibilities in return for granting external organisations the right to occupy areas within the Adelaide Park Lands.

# DISCUSSION

## Context

1. The updated Draft Adelaide Park Lands Leasing and Licensing Policy (Draft Policy) (Attachment A) outlines the City of Adelaide's (CoA) approach to managing lease and licence agreements on Community Land under its care and control within the Adelaide Park Lands for the benefit of the community.
2. Council currently manages over 60 Park Lands agreements that are for a term of more than 12 months. These are held by:
  - 2.1. Community organisations (eg sport and recreation clubs and associations) – 25 agreements
  - 2.2. Educational institutions (eg schools and universities) – 17 agreements
  - 2.3. Commercial businesses (eg kiosks and restaurants) – 14 agreements
  - 2.4. Government agencies (eg SAPOL and Bureau of Meteorology) – 6 agreements
3. Most of these agreements are for five years, though some are granted for up to 42 years due to significant capital investment.
4. In 2024/25, Council received approximately \$988,000 through lease and licence fees. Nearly two-thirds (\$629,000) was paid by commercial businesses.

## Background

5. The current Policy was adopted in 2016 ([Link 1](#)). Since then, Council Administration has engaged with the Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) and Council Members on iterations of an updated Policy, leading to public consultation on a draft Policy in 2022.
6. Subsequent Policy workshops were held with Kadaltilla and Council Members. Much of the deliberation surrounding the Policy focused on community buildings and their declining condition and functionality. This led to the development and adoption of an Adelaide Park Lands Community Buildings (Sport and Recreation) Policy in 2024.
7. In August 2025 and October 2025, a set of draft policy guiding principles were workshopped with Kadaltilla and Council.
8. The most recent [Park Lands Leasing and Licensing Policy Workshop](#) was held with Council Members on 5 May 2026, focusing on lease and licence fees. Feedback from Council Members included:
  - 8.1. Differentiate between organisations that have the capacity to pay, with higher fees applied to well-resourced entities such as universities, non-government educational institutions and organisations with significant annual revenue.
  - 8.2. Ensure affordability for government schools.
  - 8.3. Support for incentivising community stewardship, particularly in relation to subletting and broader community use of leased and licensed assets.
  - 8.4. Allow respondents to identify any organisational affiliations or memberships during public consultation on the Draft Policy.

## Local and State Government – Best Practice

9. A 2020 review by the Office for Recreation, Sport and Racing and the Local Government Association (SA) provided a Guide for Leasing and Licensing Sport and Community Facilities with best practice advice provided, including:
  - 9.1. Expression of Interest (EOI) is the best method for selecting a new lessee for vacant facilities.
  - 9.2. Five years is a common lease or licence period, with longer leases linked to capital investment by the lessee.
  - 9.3. Incorporate renewal options to break up the terms of longer agreements.
  - 9.4. Provide training and support to lessees to enhance their capability and viability.
  - 9.5. Inspections/reviews should occur at least annually, with maintenance responsibilities clearly defined.
  - 9.6. Rental income can contribute to sinking funds and reinvestment into community facilities.
  - 9.7. Typical council services include facility maintenance, management support, club development support, grant assistance, and capital funding.

## **Benchmarking**

10. Administration undertook benchmarking of lease and licence fees across the local government sector. Key findings included:
  - 10.1. Market valuations are common practice in determining commercial fees.
  - 10.2. CoA is unique in applying a flat square metre rate for lease fees.
  - 10.3. Most councils base lease fees on asset values, and nearly all heavily discount these fees.
  - 10.4. While councils apply different approaches to setting licence fees, CoA's fees are generally comparable. However, taking into consideration that Park Lands lessees and licensees are responsible for all aspects of facility maintenance, CoA's fees are higher in comparison.
  - 10.5. It is common practice for licence fees to be higher where access is controlled by the licensee.

## **Draft Policy**

11. The Draft Policy (**Attachment A**) incorporates many of these findings, while recognising the community value of the Adelaide Park Lands. This includes, where applicable, feedback received through public consultation on the proposed 2022 update to the 2016 Policy.
  - 11.1. The proposed update differs significantly making a 'tracked changes' version difficult to read for the purposes of public consultation.
12. The following four guiding principles set the framework for the updated Policy:
  - 12.1. Strategic Alignment: Lease and licence arrangements will support Council's strategic objectives and deliver positive community outcomes.
  - 12.2. Sustainability and Stewardship: Leases and licences will support the long-term sustainability and responsible stewardship of Park Lands assets.
  - 12.3. Inclusive and Equitable Access: The Park Lands are a shared community asset and will remain welcoming and accessible to a diverse range of users.
  - 12.4. Good Governance: Leases and licences will be managed in a transparent, consistent and accountable manner.

## **Permitted Use**

13. Lessees and licensees will require approval before undertaking activities that are inconsistent with their permitted use. Non-commercial leased and licenced facilities may only be used for community development activities that are open and accessible to the public. Requests to host community events will be considered on a case-by-case basis.

## **Tenure**

14. Standard lease terms of five years are proposed, enabling agreement conditions and responsibilities to remain relevant.
15. Longer terms of ten to 21 years will be considered where a significant capital contribution is proposed by the lessee. Renewal rights will be incorporated into these agreements to enable periodic reviews of conditions and performance. This approach provides Council with an appropriate level of control to monitor outcomes, manage risks and ensure the desired community benefits are being realised.

## **Community Use**

16. Subletting and casual hiring remain important mechanisms for increasing utilisation of Park Lands assets. Council Administration will work with non-commercial lessees/licensees to ensure processes are in place to facilitate broader community use.
17. Non-commercial lessees and licensees will require approval via a decision of Council before entering into a subletting agreement with a commercial organisation.

## **Governance**

18. There will be an obligation on non-commercial lessees and licensees to submit annual reports detailing matters, such as subletting arrangements and casual hirers, along with their annual income and expenditure.

## **Park Lands Stewards**

19. Community Organisations and Educational Institutions will be incentivised through lease and licence fee rebates to partner with Council in delivering measurable community benefits, such as tree planting, clean-up

activities, opening facilities as safe refuges and implementing practices that promote diverse and affordable access and participation.

20. Rebates of up to 50% will be determined by Council (Administration) and applied retrospectively in the following year, based on the previous year's fees. To qualify for the maximum rebate, lessees and licensees must demonstrate delivery of multiple measurable community benefit actions.

### Selection of a Lessee/Licensee

21. An EOI will remain common practice for the selection of a new lessee. The Draft Policy describes circumstances in which Council may deal directly with a lessee without issuing an EOI. This will improve transparency and increase efficiency by delivering more timely outcomes and clearer decision-making processes.

### Responsibilities

22. Maintenance responsibilities will remain with lessees, with expectations clearly documented, while Council will take responsibility for key structural elements of buildings that are Council-owned.
23. Lessees will be required to minimise waste sent to landfill and enter into all-renewable electricity contracts.
24. Council will provide capacity-building and volunteer recognition opportunities and conduct an annual leasing and licensing forum to improve the capability and compliance of lessees and licensees.

### Fees

25. Commercial lease fees will continue to be based on market rent valuations, with periodic reviews. This approach is consistent across the local government sector.
26. It is proposed that Council categorise non-commercial lessees and licensees as per the table below, with revenue thresholds informed by the Australian Charities and Not-for-profits Commission:

Category A	Category B	Category C
Not-for-profit clubs, associations and community groups with a total annual revenue of less than \$500,000.	Not-for-profit clubs, associations and community groups with a total annual revenue of \$500,000 to \$3 million.  All government schools (primary and secondary) and government agencies.	Not-for-profit clubs, associations and community groups with a total annual revenue of more than \$3 million.  All universities, non-government schools (primary and secondary), and associated alumni organisations.

27. Fees will be based on building floor area (lease fees) and playing field/court area (licence fees) and reviewed annually as part of the adoption of Council's Fees and Charges schedule.
28. Subject to the timing of adopting the Draft Policy, 2026/27 lease and licence fees will be updated as per the table below (inclusive of GST):

Lessee/Licensee Category	Lease Fee – Rate per square metre (+indexing)	Licence Fee – Rate per hectare (+indexing)
Category A	\$11.40	\$842.50
Category B	\$17.10	\$1,685.00
Category C	\$22.80	\$2,527.50

29. Where a community building is redeveloped entirely at the lessee's cost, resulting in a new asset owned by the lessee, a ground lease will be granted. Lease fees will be applied at the prescribed rate per square metre.
30. Where Council contributes to the redevelopment of a community building, the lease fee will be determined through negotiation and will be no less than the prescribed rate for a building of equivalent floor area, taking into account:
  - 30.1. the value of the redeveloped community building (independently determined)
  - 30.2. the lessee's financial contribution to the redevelopment

30.3. the lessee's capacity to pay

31. The negotiated lease fee will be approved by Council.

**Kadaltilla / Adelaide Park Lands Authority**

32. This matter was considered by the Kadaltilla / Adelaide Park Lands Authority on 27 May 2026, and a verbal update will be provided in presenting this report.

**Next Steps**

- 33. Subject to Council approval, public consultation on the Draft Policy will be undertaken for three weeks commencing Friday, 12 June 2026 and concluding Thursday, 2 July 2026, to enable engagement with stakeholders and the broader community and to assess the level of community support for the Draft Policy.
- 34. Council Administration aims to present the public consultation findings to Kadaltilla and Council in late July 2026 and early August, respectively.
- 35. In the interim, Park Lands occupancy agreements will continue to be informed by the current Policy.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – 2016 Adelaide Park Lands Leasing and Licensing Policy

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## ATTACHMENTS

**Attachment A** – Draft Adelaide Park Lands Leasing and Licensing Policy

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- END OF REPORT -

# ADELAIDE PARK LANDS LEASING AND LICENSING

*Date this document was adopted*

*non-legislative*

## PURPOSE

This Policy outlines the City of Adelaide's approach to managing lease and licence agreements on Community Land under its care and control within the Adelaide Park Lands for the benefit of the community.

## STATEMENT

### Guiding Principles

#### Strategic Alignment

Lease and licence arrangements will support Council's strategic objectives and deliver positive community outcomes by:

- Aligning with relevant policies, plans and strategies.
- Prioritising uses that deliver community benefit and enhance the Park Lands experience.
- Matching tenure with investment and commitment.

#### Sustainability and Stewardship

Leases and licences will support the long-term sustainability and responsible stewardship of Park Lands assets by:

- Supporting climate adaptation, greening and environmental sustainability.
- Encouraging efficient and optimised use of facilities.
- Recognising shared responsibilities for asset maintenance and care.

#### Inclusive and Equitable Access

The Park Lands are a shared community asset and will remain welcoming and accessible to a diverse range of users by:

- Supporting safe, inclusive and accessible environments.
- Applying equitable fee structures that reflect asset value, exclusivity, maintenance responsibilities and connection to the city, while supporting participation.

#### Good Governance

Leases and licences will be managed in a transparent, consistent and accountable manner by:

- Complying with relevant legislation.
- Applying a fair and transparent selection process.
- Supporting timely and consistent decision-making.
- Requiring appropriate reporting to demonstrate community benefit.
- Supporting organisational capacity building.

## 1. Strategic Alignment

### 1.1 Eligibility

Council may enter into lease or licence agreements with commercial entities, educational institutions, community organisations and government agencies where the proposed use supports the activation and enjoyment of the Park Lands, delivers a demonstrable community benefit, maintains public access, and is consistent with relevant legislation and Council policies.

### 1.2 Permitted Use

Lease and licence facilities may only be used for the approved permitted use and must not be used in a manner inconsistent with the Adelaide Park Lands Community Land Management Plan, without Council approval.

Non-commercial lease and licence facilities may only be used for community development activities that are open and accessible to the public. The facilities must not be used, or permitted to be used, for any other purpose, including private or commercial functions or events, without Council (Administration) approval.

Requests to host community events will be considered on a case-by-case basis.

### 1.3 Tenure

The term of lease and licence agreements will generally not exceed five years.

Where a significant capital contribution is proposed, an agreement may be granted for a period of 10 to 21 years, including any renewal rights.

Renewal rights will be incorporated into agreements granted for more than five years to enable periodic reviews of conditions and performance (e.g. four + four).

Agreements with State or Federal Ministers (or their agencies) may be granted for a period up to 42 years, including any renewal rights.

## 2. Sustainability and Stewardship

### 2.1 Park Lands Stewards

Non-commercial lessees and licensees may be eligible for lease and licence fee rebates by delivering measurable community benefits. Eligible actions may include:

- Opening facilities as safe refuges for vulnerable community members during extreme weather events.
- Participating in Park Lands initiatives, such as tree planting, weed management, and community clean-up activities.
- Delivering environmental sustainability initiatives, including the use of solar power and recycled water, and actions to reduce waste sent to landfill.
- Supporting shared use arrangements, including educational institutions co-locating with community organisations.
- Enabling access for non-sporting community groups to use facilities for meetings, programs, and events that are open and accessible to the public (excluding private or commercial functions).

- Implementing inclusive practices that promote diverse and affordable access and participation.

Rebates will be assessed and applied retrospectively in the following year, based on demonstrated delivery of eligible community benefit actions.

## 2.2 Responsibilities

Unless agreed otherwise, all **Park Lands lessees and licensees** will be responsible for:

	Commercial Entity	Community Organisation	Educational Institution	Government Agency
Day-to-day maintenance and upkeep of leased and licensed areas, including buildings and associated outdoor infrastructure.	✓	✓	✓	✓
Maintenance and renewal of improvements.	✓	✓	✓	✓
Costs associated with operating and maintaining leased and licensed areas, including all outgoings and mandatory inspections.	✓	✓	✓	✓
Maintaining appropriate levels of insurance.	✓	✓	✓	✓
Keeping leased and licensed areas in a clean and tidy state, including the timely removal of graffiti.	✓	✓	✓	✓
Waste management, including the provision of green organics and recycling services.	✓	✓	✓	✓
Entering into an electricity contract with an all-renewable electricity retailer.	✓	✓	✓	✓
Complying with all relevant legislation and codes relating to health and safety.	✓	✓	✓	✓

## ADELAIDE PARK LANDS LEASING AND LICENSING

	Commercial Entity	Community Organisation	Educational Institution	Government Agency
Providing a safe and welcoming environment for their staff, volunteers, members and the community.	✓	✓	✓	✓
Ensuring sporting surfaces are fit for their intended purpose.	If applicable	✓	✓	✓
Reporting safety or risk concerns to Council immediately.	✓	✓	✓	✓
Retaining records of maintenance for the duration of the lease or licence.	✓	✓	✓	✓
Providing Council with the necessary means to access leased areas in emergencies (e.g., keys, fobs, codes, etc).	✓	✓	✓	✓

Unless agreed otherwise, **Council** will be responsible for:

	Commercial Entity	Community Organisation	Educational Institution	Government Agency
Providing capacity-building and volunteer recognition opportunities.	-	✓	✓	-
Conducting an annual leasing and licensing forum.	-	✓	✓	✓
Conducting annual facility inspections.	✓	✓	✓	✓
Supporting community lessees in identifying and applying for grant funding.	-	✓	-	-
Insuring Council buildings and recovering the premium from lessees.	✓	✓	✓	✓

	Commercial Entity	Community Organisation	Educational Institution	Government Agency
Providing online forms for consistency and efficiency.	✓	✓	✓	✓
Issuing maintenance schedules detailing responsibilities and expectations.	✓	✓	✓	✓
Renewing key structural building elements of Council-owned buildings.	-	✓	✓	-
Providing a lawn mowing service as per Council's service standards (where applicable).	-	✓	-	-
Tree care/maintenance.	✓	✓	✓	✓
Collecting general waste as per Council's guidelines.	-	✓	✓	-
Incentivising lessees to undertake community stewardship and sustainability initiatives.	-	✓	✓	✓

**3. Inclusive and Equitable Access**

**3.1 Lease and Licence Fees**

3.1.1 Commercial Entities

Lease and licence fees will be based on a market rent valuation, with periodic reviews, as shown below:

Lease Fee (Rent)	Licence Fee
Market Rent Valuation with periodic reviews	Market Rent Valuation with periodic reviews

3.1.2 Non-commercial Organisations

Non-commercial lessees and licensees will be categorised as follows:

Category A	Category B	Category C
Not-for-profit clubs, associations and community groups with a total annual revenue of less than \$500,000.	Not-for-profit clubs, associations and community groups with a total annual revenue of \$500,000 to \$3 million.  All government schools (primary and secondary) and government agencies.	Not-for-profit clubs, associations and community groups with a total annual revenue of more than \$3 million.  All universities, non-government schools (primary and secondary), and associated alumni organisations.

Category C lessees and licensees will be charged more than Category B, who will be charged more than Category A.

Lease and licence fees will be reviewed annually as part of the adoption of Council's Fees and Charges schedule.

Community organisations that hold agreements for community gardens in the Adelaide Park Lands will be charged a nominal fee.

3.1.2.1 Lease Fees

Fees for leasing buildings will be based on floor area multiplied by a prescribed rate per square metre.

3.1.2.2 Lease Fees - Community Building Redevelopment

Where a community building is redeveloped entirely at the lessee's cost, resulting in a new asset owned by the lessee, a ground lease will be granted, with lease fees applied in accordance with the prescribed rate per square metre.

Where Council contributes to the redevelopment of a community building, the lease fee will be determined through negotiation and will be no less than the prescribed per square metre rate applicable to a building of equivalent floor area, taking into account:

- the value of the redeveloped community building (independently determined)
- the lessee's financial contribution to the redevelopment
- the lessee's capacity to pay

The negotiated lease fee will be approved by a formal Council decision.

### 3.1.2.3 Licence Fees

Fees for licensing land containing sporting facilities will be based on the area multiplied by a prescribed rate per hectare.

Licence fees will be doubled where access is restricted and controlled by the licensee, e.g., restricted access due to a fence / locked gate.

The rate will be reviewed annually in accordance with the Council's Fees and Charges.

Examples are provided below:

<b>Non-commercial Lessee/Licensee Category</b>	<b>Lease Fee* – Building floor area = 300sqm</b>	<b>Licence Fee* – Area of sports ovals = 1.5 hectares</b>
<b>Category A</b>	Fee = 300 x \$11.40 per sqm	Fee = 1.5 x \$842.50 per ha
<b>Category B</b>	Fee = 300 x \$17.10 per sqm	Fee = 1.5 x \$1,685 per ha
<b>Category C</b>	Fee = 300 x \$22.80 per sqm	Fee = 1.5 x \$2,527.50 per ha

\* Fees are GST Inclusive

### 3.1.2.4 Incentivised Rebates

Non-commercial lessees and licensees may be eligible for rebates on lease and licence fees. Rebates of up to 50% will be determined by Council (Administration) and applied retrospectively in the following year, based on the previous year's fees. To qualify for the maximum rebate, lessees and licensees must demonstrate delivery of multiple measurable community benefit actions (see 2.1 Park Lands Stewards).

## **3.2 Hardship**

Council will consider requests for a reduction or deferment of lease and licence fees where the organisation is experiencing financial hardship. A reduction will require a formal Council decision.

## **3.3 Subletting and Casual Hire**

Non-commercial lessees and licensees must use reasonable endeavours to make their facilities available to community groups and organisations when not in use by the lessee or licensee.

The lessee or licensee must provide a contact person for managing subletting and casual hire enquiries and must not charge or impose any obligations that are more onerous than those Council would charge or impose.

If Council is of the view that the lessee or licensee has not made their facilities sufficiently available, Council will require the lessee or licensee to submit a plan to increase community access.

All subletting agreements must be approved by Council (Administration).

A non-commercial lessee or licensee cannot sublet to a commercial entity unless approved by a formal Council decision. Support of such arrangements will consider:

- the appropriateness of the proposed service/activity;
- the scale of the proposed service/activity in relation to the service/activity of the head lessee/licensee;
- the location of the proposed service/activity in relation to existing city businesses; and
- the proportion of revenue generated through the arrangement that will be reinvested into the ongoing improvement and enhancement of facilities within the Park Lands.

The tenure period for a subletting agreement will not exceed five years, or the remaining tenure period of the (head) lease or licence if less than five years. A subletting agreement with a proposed tenure period of more than five years will require a formal Council decision.

## 4. Good Governance

### 4.1 Lessee/Licensee Reporting

Community Organisations and Educational Institutions will:

- Attend an annual leasing and licensing forum conducted by Council.
- Submit an annual report to Council detailing:
  - key personnel contact details;
  - maintenance records;
  - income and expenditure (relating to the leased/licensed area);
  - evidence of compliance checks;
  - insurance certificates;
  - subletting arrangements;
  - casual hires; and
  - participation numbers.

Council may, from time to time, request additional documentation, including, but not limited to, a list of office bearers, audited financial statements, a business plan or strategy, and membership numbers and demographics.

### 4.2 Selection of a Lessee/Licensee

The selection of a new lessee or licensee will be through an Expression of Interest (EOI) process, open to the public for a minimum of four weeks (28 days).

EOI submissions will be assessed by Council (Administration), with the findings presented to Kadaltilla / Adelaide Park Lands Authority and Council.

Council may, at its discretion:

- decline to grant an agreement following the completion of an EOI process; or
- exempt an organisation from an EOI process, which will require a formal decision of Council.

Council may enter into direct negotiations with an organisation, without undertaking an EOI process, where the agreement:

- relates to an existing commercial lessee/licensee that has demonstrated ongoing compliance with lease/licence conditions and community benefit, and where undertaking an EOI would risk undermining a beneficial commercial arrangement; or
- will be granted to a State or Federal Minister (or their agencies); or
- is for a community garden; or
- relates to improvements planned by Council in partnership with a third party(s), and the third party(s) is the proposed tenant(s) of the improvements; or
- involves the Kaurna Yerta Aboriginal Corporation (or equivalent organisation) being the proposed tenant; or
- is for a period of two years or less, provided that such an agreement is non-consecutive and does not result in a total continuous occupation exceeding two years.

#### **4.3 Public Consultation and Parliamentary Review**

Public consultation will be undertaken on a draft lease or licence agreement in accordance with Council's Community Engagement Charter and Policy and the *Local Government Act 1999 (SA)* where the proposed tenure period is greater than five years (including any right of renewal) and/or where an amendment to the Adelaide Park Lands Community Land Management Plan (CLMP) may be required (irrespective of the proposed tenure period).

Under the *Adelaide Park Lands Act 2005 (SA)*, before an agreement with a proposed tenure of ten years or more, including any renewal rights, can be executed, the draft agreement must be laid before both Houses of Parliament and follow the prescribed legislative process.

This process will only occur after the public consultation findings and draft agreement have been formally considered by Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) and Council.

The following table shows the required consultation processes depending on the nature and term of the lease or licence agreement:

	<b>Advice from Kadaltilla / Adelaide Park Lands Authority</b>	<b>Decision of Council</b>	<b>Public Consultation</b>	<b>Lease/Licence laid before both Houses of Parliament</b>
Agreement equal to or less than 5 years and consistent with CLMP	Not required (subject to Expression of Interest provisions)		Not required	
Agreement exceeds 5 years but less than 10 years	✓	✓	✓	Not required
Agreement equal to or greater than 10 years	✓	✓	✓	✓

**4.4 Ownership of Improvements**

All fixed improvements made to a leased or licensed area by a lessee or licensee will require Council's approval and be vested in Council at the expiry of the agreement, unless otherwise agreed in writing.

The removal of any fixed improvements by a lessee or licensee at the expiry or sooner determination of the lease or licence will require the approval of Council (Administration).

**4.5 Compensation**

Excluding commercial assignments, any new lessee or licensee will not be required to compensate the previous lessee or licensee, nor will Council compensate a lessee or licensee at the end of its tenure term, despite an agreement not being renewed, or where an agreement is terminated early by the lessee, licensee or lessor.

**4.6 Park Lands Events**

Council and event organisers will foster cooperative business opportunities and aim to minimise disruption to lessees in the Park Lands wherever possible.

Where Council approves the event, events impacting leased or licensed areas must provide at least four months' notice and partner with Council to return the area to its pre-event condition following the bump-out.

#### 4.7 Vehicle Access

Lessees will be permitted to access the Park Lands via designated access points to undertake maintenance and to load and unload equipment. Motor vehicles will not be permitted to remain on the Park Lands unless they are in a designated parking area and display a Council-issued permit.

On-street parking adjacent to leased and licensed areas will be prioritised for accessible parking and loading and unloading, to improve accessibility to Park Lands facilities and minimise vehicle movements on the Park Lands.

#### 4.8 Signage

All permanent and temporary signage will require the approval of Council (Administration).

Permanent signage must align with relevant Council guidelines and must not include or feature any third-party advertising. This includes, but is not limited to, business, company, or product names, acronyms, or logos, with the sole exception of those belonging to the lessee.

Temporary signage will comply with the South Australian Planning and Design Code (Adelaide Park Lands Zone). Temporary sponsorship signage must be oriented inward, facing the field of play.

Electronic scoreboards may only be activated during scheduled competition times.

#### 4.9 Naming Rights

Proposals to name an area, facility or improvement that are contrary to the naming conventions of the Adelaide Park Lands will require a formal decision of Council.

#### 4.10 Gaming Machines

Gaming machines will not be permitted in leased or licensed facilities.

#### 4.11 Liquor Licence

A lessee or licensee (including sub-lessees and casual use hirers) must not sell, serve or supply to persons, or allow persons to consume alcohol on or from their facilities without first obtaining the consent of Council and all required consents from any relevant Statutory Authorities as per the *Liquor Licensing Act (SA) 1997*.

#### 4.12 Closed Circuit Television

Lessees and licensees may install CCTV systems to support community safety, provided that they can ensure any CCTV use complies with all applicable laws, regulations, and requirements, including those relating to privacy, data protection, and surveillance.

### Application of this Policy

Council Administration will implement this Policy in accordance with Council decisions, relevant legislation, the Adelaide Park Lands and Leasing and Licensing Operating Guideline, and through a suite of lease and licence agreements, taking into consideration the purpose, scale, frequency of use, and levels of responsibility.

A Lease Agreement may be used for the exclusive use of facilities (e.g. buildings), with maintenance and services responsibilities detailed.

A Ground Lease may be used where the facilities (e.g. buildings) are owned by the lessee.

A Licence Agreement may be used for regular and ongoing non-exclusive use of facilities (e.g. playing fields), with maintenance and service responsibilities detailed.

Where there are exclusive and non-exclusive rights, Council will embed the licence conditions into an overarching lease agreement.

### Limitations of this Policy

This Policy does not apply to:

- Activities or works on public roads through the Park Lands (pursuant to sections 221 and 222 of the *Local Government Act 1999* (SA))
- City Works Permits
- Park Lands Permits
- Hire Agreements
- Park Lands Event Licences
- Depasturing Licences granted to individuals to permit horses on Lefevre Park / Nantu Wama (Park 6)
- The lease and licence granted to the Minister for Transport and Infrastructure for Adelaide Oval – these are provided for in the *Adelaide Oval Redevelopment and Management Act 2011* (SA)
- Temporary works and compounds
- Agreements for areas of the Adelaide Park Lands that are not under the care and control of the City of Adelaide

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#### OTHER USEFUL DOCUMENTS

##### Related documents

- Adelaide Park Lands Leasing and Licensing Operating Guideline (tbd)
- Adelaide Park Lands Community Buildings (Sport and Recreation) Policy (2024)
- Adelaide Park Lands Community Land Management Plan (2023)
- Adelaide Park Lands Management Strategy – Towards 2036 (2025)
- City of Adelaide Strategic Plan (2024 – 2028)

**Relevant legislation**

- *Adelaide Park Lands Act 2005 (SA)*
- *Liquor Licensing Act 1997 (SA)*
- *Local Government Act 1999 (SA)*
- *Planning, Development and Infrastructure Act 2016 (SA)*

NOTE: The *Retail and Commercial Leases Act 1995 (SA)* does not apply to the Adelaide Park Lands, pursuant to an exemption granted under section 77(1) of the Act by the Minister for Business Services and Consumers on 28 December 2011.

**GLOSSARY**

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

**Adelaide Park Lands:** Those areas of the Park Lands defined by the *Adelaide Park Lands Act 2005 (SA)*, which have been Gazetted by Parliament and defined to be under care and control of the City of Adelaide.

**Adelaide Park Lands Community Land Management Plan:** A document required under the *Local Government Act 1999 (SA)*, that informs how community land under the care and control of the City of Adelaide will be managed in accordance with the Adelaide Park Lands Management Strategy, including the identification of leased and licensed areas.

**Adelaide Park Lands Management Strategy:** A document required under the *Adelaide Park Lands Act 2005 (SA)*, that sets the strategic framework for the overall planning and management of the Adelaide Park Lands.

**Assignment of Lease:** The process involving a lessee transferring their interest, rights and obligations under an existing lease agreement to a new party. An assignment requires Council's consent before execution.

**Building Floor Area:** The total floor area of a building across all levels.

**Casual Hire:** Relates to one-off or irregular use of facilities by an organisation.

**Commercial Entity:** An incorporated or registered business with its core activity involving the selling of goods or services for profit.

**Community Garden:** An area of community land cultivated collectively or in individual plots by members of the community for the purpose of growing plants, fostering community engagement, and supporting environmental sustainability.

**Community Organisation:** A recreation and sport club or association, or similar not-for-profit community organisation.

**Educational Institution:** A government/non-government primary or secondary school, college or university.

**Expression of Interest:** A formal process where eligible organisations are invited to submit an interest in leasing or licensing an identified area of the Park Lands.

**Government Agency:** Any state or federal government department or its agencies.

**Ground Lease:** Involves the lessee owning the improvements during the lease term, while Council retains ownership (care and control) of the land. The improvements are usually removed by the lessee or transferred to the lessor upon lease expiration, unless agreed otherwise.

**Improvements:** Any fixture, fitting or structure constructed or installed on a leased or licensed area by the lessee/licensee or lessor.

**Key Structural Building Elements:** This includes the building substructure, floor, load-bearing posts and walls, roof, including overhangs and verandas, cladding and doors and windows.

**Lease:** A lease confers an exclusive contractual right on a lessee to use the land, whereby the lessee facilitates access via appropriate means (e.g., membership, sublease, and casual booking). A lease is generally provided for buildings that require a level of security of tenure.

**Lessee/Licensee:** An organisation that has a direct legal relationship with Council via a lease or licence agreement.

**Licence:** A licence confers a non-exclusive contractual right on a licensee to the first right of use of the land, but allows public access when not in use by the licensee (and any sub-licensees). A licence is generally provided for open areas such as playing fields.

**Maintenance and Upkeep:** This relates to all direct and indirect costs and tasks associated with maintaining leased and licensed facilities to ensure they remain fit for purpose for their intended activity.

**Market Rent Valuation:** Where Council seeks the services of an independent valuer to ascertain the appropriate fees to be charged to a commercial lessee or licensee based on similar market circumstances.

**Nominal Fee:** A nominal rent is used to make a lease or licence agreement legally valid where no real lease or licence fee is intended.

**Non-commercial Organisation:** For the purpose of this Policy, an educational institution, not-for-profit community organisation or government agency.

**Parliamentary Process:** A formal process contained within the *Adelaide Park Lands Act 2005 (SA)*, that requires Council to submit a draft lease or licence agreement, with a tenure period of ten years or more, to the South Australian Parliament.

**Renewal Rights:** A clause in a lease or licence giving rights to the lessee or licensee to extend an agreement for a further specific period, subject to following the terms of the agreement at the time of the renewal.

**Subletting:** Where a lessee or licensee enters into an agreement with another organisation to utilise a leased or licensed facility and must be under the same conditions as the original agreement.

**Total Annual Revenue:** The gross income received over a 12-month period from all operating and non-operating sources, excluding any grant funding received and related interest earned, prior to the deduction of expenses, taxes, or other costs.

**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 **four** years unless legislative or operational change occurs beforehand. The next review is required in **2030**.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2016/19640	Council	January 2016	Adopted Adelaide Park Lands Leasing and Licensing Policy

**Contact:**

For further information, contact the City Culture Program

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## Draft Sister City and International Arrangements Policy

Strategic Alignment - Our Community

Public

Tuesday, 2 June 2026  
City Community Services and Culture Committee

**Program Contact:**  
Jennifer Kalionis, Associate Director City Culture

**Approving Officer:**  
Jo Podoliak, Director City Community

## EXECUTIVE SUMMARY

The purpose of the report is to present the new draft Sister City and International Arrangements Policy (the Policy) (**Attachment A**) for approval, to undertake public consultation.

Engaging in international relationships based on respect and understanding can provide cultural, social and economic benefits to cities and local communities. The City of Adelaide holds arrangements with international entities including cities, networks and forums, which enable mutually beneficial exchange through knowledge sharing, cross-cultural collaboration and storytelling.

This new Policy will provide clarity on the governance of formal arrangements and optimise these long-standing relationships between the City of Adelaide's international counterparts.

The Sister City Policy and program review, including research, internal engagement and targeted consultation with key stakeholders, was conducted with support from Adelaide University. The Adelaide University report can be found in **Attachment B**.

It is proposed that public consultation on the draft Policy will be conducted in June 2026.

The final draft Policy is proposed to be presented to Council for approval in August 2026 following public consultation through Our Adelaide and further targeted engagement with key stakeholders.

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## RECOMMENDATION

The following recommendation will be presented to Council on 9 June 2026 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Approves the draft Sister City and International Arrangements Policy as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026, for the purposes of public consultation.
  2. Notes the *Sister Cities Policy and Program Review: Research report for the City of Adelaide*, conducted by Adelaide University, as contained in Attachment B to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b>
Policy	This policy will replace the City of Adelaide (CoA) International Partnership Strategy – an internationally connected City (2012) which can be found at <a href="#">Link 1</a> .
Consultation	Adelaide University conducted independent stakeholder interviews and focus groups as part of developing a new policy. Consultation occurred with Panpapanpalya on 11 February 2026. The Department of Foreign Affairs and Trade and the Department of Premier and Cabinet (Diplomatic Relations Unit) have been consulted in the development of this new draft policy. Public consultation will be undertaken through Our Adelaide for a period of three weeks commencing in June 2026.
Resource	Not as a result of this report.
Risk / Legal / Legislative	The draft Policy will support the CoA to comply with the Australian Government Foreign Arrangements Scheme and associated Act.
Opportunities	The endorsement of a Sister City and International Arrangements Policy provides an opportunity to clarify Council's commitment and vision for this work and direct resources to beneficial activity with annual reporting. This Policy clarifies Council's intention to regularly review relationships and enable meaningful and clear engagement.
25/26 Budget Allocation	The Sister City program has an annual operating budget in 2025/2026 of \$97,850.
Proposed 26/27 Budget Allocation	The Sister City program will have an operating budget in 2026/2027 of \$99,295, subject to the final business plan and budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	This Policy is proposed for review every four years.
25/26 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	There are Australian Government funding opportunities for international work such as the First Nations International Fellowships and Partnerships Grants Program and the Australia-Japan Foundation Grants, which could be explored.

# DISCUSSION

## Background

1. The City of Adelaide (CoA) holds arrangements with international entities including cities, or as part of forums and networks which enable mutually beneficial relationships through knowledge sharing and networking, cross-cultural exchange and collaboration.
2. These arrangements attract international interest in Adelaide that can lead to local benefit and deliver on the City of Adelaide's Strategic Plan (2024-2028).

## Sister City Arrangements

3. The global Sister City movement originated through the United Nations, with early adopters Japan, the United States and the United Kingdom after the Second World War. The movement aimed to foster cultural understanding and peace through building people to people relationships.
  - 3.1. Over ten of 68 South Australian local governments have registered formal Sister City arrangements with the Australian Government Department of Foreign Affairs and Trade (DFAT).
  - 3.2. The State Government of South Australia currently holds eight whole-of-organisation formal international arrangements. They are in the process of developing review and expiry dates for arrangements that are suitable.
4. CoA currently holds five whole-of-organisation Sister City arrangements:
  - 4.1. Christchurch (Ōtautahi), New Zealand/Aotearoa (established 1972)
  - 4.2. Georgetown, Penang, Malaysia (established 1973)
  - 4.3. Himeji, Japan (established 1982)
  - 4.4. Austin, Texas (established 1983)
  - 4.5. Qingdao, Shandong Province, China (established in 2014 when they progressed from a 'Friendly City' in 2001). Note: There is a State-to-State relationship between Shandong Province and South Australia.
  - 4.6. Two Friendly City arrangements were also established with Chengdu and Dalian, China in 2001 and these remain in place. A Friendly City is a less formal arrangement than a Sister City, they are historic arrangements and no new Friendly City arrangements have been entered into since 2001.
5. These Sister City and Friendly City arrangements are not time-limited, have no review dates in place or options for expiry.
6. The CoA had volunteer Sister City Committees until 2002 when Administration became the primary contact and conduit for international relationships. The City of Christchurch uniquely supports an Adelaide-based membership Adelaide-Christchurch Sister City Committee.
7. The CoA and the City of Athens signed a three-year Memorandum of Understanding (MOU) on 2 November 2025.
  - 7.1. The MOU includes the following aligned themes:
    - 7.1.1. Cultural cooperation
    - 7.1.2. Tourism cooperation
    - 7.1.3. City Resilience and Smart City Solutions
    - 7.1.4. Cooperation in the field of environmental protection.
8. Expired MOU based international arrangements, entered into by the CoA since 2014 include Jaipur, India (2016-2020) and Edinburgh, Scotland (2020-2023).
9. The delivery of the Sister City Program from 2020 to 2025 has included the following activities:
  - 9.1. Celebration of significant anniversaries in 2022 (Christchurch 50 years and Himeji 40 years), 2023 (Austin 40 years and Georgetown 50 years which included an anniversary logo competition led by Georgetown) and 2024 (Qingdao 10 years).
  - 9.2. Relationship building through regular meetings with Austin and Christchurch and communications with Dalian, Chengdu and Qingdao.

- 9.3. Civic welcoming of inbound delegations (such as the 2025 delegation of Himeji High students with Adelaide Botanic High School and a scholar visit from Georgetown/Penang) and outbound delegation to Georgetown by the Lord Mayor in 2024.
  - 9.4. Sharing of knowledge with Christchurch regarding river management.
  - 9.5. Promotion of the new direct flights between Adelaide and Christchurch from October 2025.
  - 9.6. Development of the MOU and relationship with the City of Athens.
  - 9.7. Building new working relationships with State and Federal government entities responsible for international arrangements.
10. The broader Adelaide community delivers activity with Sister Cities such as the collaboration between Oz Asia Festival and the Georgetown Literary Festival. There is a plan to improve the communication opportunities for community members to share Sister City activity and stories with Council, as part of the review of the program in 2026. City of Adelaide can play a greater role in sharing opportunities and stories more broadly with CoA communities.

### **New Policy**

11. A review of the Sister City program and policy framework commenced in late 2025 through the City Culture Program, and Adelaide University were commissioned in December 2025 to conduct research and independent stakeholder consultation to inform the new Policy. This report can be found in **Attachment B**.
12. The draft Sister City and International Arrangements Policy (**Attachment A**) provides the following benefits:
  - 12.1. Defines purpose, clarifies types of arrangements and sets out principles for the delivery of the Sister City Program.
  - 12.2. Supports compliance with Australian Government legislation and processes for foreign arrangements.
  - 12.3. Recommends outcome-led activity and a coordinated approach to both whole-of-organisation and program-led international arrangements.
  - 12.4. Includes a formal statement to enable and guide new opportunities for engagement of Kurna leadership and Aboriginal and Torres Strait Islander Peoples between Adelaide and our Sister City partners.
13. Adelaide University conducted a series of interviews and focus groups which have included members from State Government departments, creative and arts organisations, education, tourism, trade and community. The responses and feedback obtained through this process have informed the new policy.
14. The draft Policy includes four Principles:
  - 14.1. Principle 1: International arrangements will be strategic, purposeful and mutually beneficial.
  - 14.2. Principle 2: International arrangements will endeavour to connect people to people.
  - 14.3. Principle 3: International arrangements can raise the profile of Adelaide internationally to maximise opportunities for trade and investment.
  - 14.4. Principle 4: International arrangements will align with the City of Adelaide cultural principles of reconciliation and truth-telling.

### **Research**

15. A range of CoA programs engaged in strategic projects and international relationships have provided input to this draft Policy. Information was also presented to Panpapanpalya on 11 February 2026.
16. Research findings highlight the following recommendations for the CoA Sister City Program:
  - 16.1. Adelaide's Sister City relationships are valued by the community as a mechanism for cross-cultural connection, knowledge sharing and professional development.
  - 16.2. Adelaide's Sister City relationships offer a great deal of untapped potential. They would benefit from greater strategic clarity, community awareness and tangible outcomes.
  - 16.3. Resourcing the Sister City Program can assist to realise these benefits including internal capacity, governance structures including community networks, and adequately funding activities.
  - 16.4. Council should liaise with State Government to ensure policy alignment, access funding, manage program scope and maximise the benefits of international arrangements. When assessing future Sister City relationships City of Adelaide should consider shared purpose, level of commitment,

strategic fit including cultural, social or economic links, compatibility with Adelaide's identity and business connections, and identified, viable opportunities for community members to benefit.

#### **Next Steps**

17. Public consultation on the draft Policy is proposed to run for three weeks commencing in June 2026.
18. The final draft policy is proposed to be presented to Council for approval in August 2026.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - City of Adelaide International Partnership Strategy – an internationally connected City (2012)

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## ATTACHMENTS

**Attachment A** – Draft Sister City and International Arrangements Policy

**Attachment B** – Adelaide University Sister City Policy and Program Review Report March 2026

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- END OF REPORT -

# SISTER CITY AND INTERNATIONAL ARRANGEMENTS POLICY

*TBC**Non-legislative*

**The City of Adelaide is the heart of the State's civic, cultural and commercial life. First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is known for being progressive, resilient, bold, trailblazing and enterprising.**

From the Nationally Heritage Listed Adelaide Park Lands that breathe life into our city, to our culturally diverse neighbourhoods and unique and easy to get around precincts, with year-round events and activations, a vibrant dining scene and international recognition as a UNESCO City of Music, the City of Adelaide offers an unparalleled quality of life. Adelaide's allure extends globally, attracting over two million visitors annually. The city's vibrant atmosphere is unmistakable, nurturing inclusivity and connectivity within its diverse population. Adelaide's appeal extends far and wide, inviting everyone to be a part of its rich tapestry of experience.

Sister City and City to City Memorandum of Understanding (MOU) relationships exist to build mutually beneficial relationships between cities with aligned cultural, social and economic interests. Sister City arrangements began after the Second World War to promote peaceful exchange across the globe through understanding and people-to-people relationship building. This purpose is as important today as it was over 50 years ago. Contemporary relationships have amplified economic development and trade ties, while the foundation of cultural, social and diplomatic exchange and symbolic solidarity has endured.

## PURPOSE

The City of Adelaide is a progressive, globally connected local government organisation with formalised sister city, friendly city and international arrangements. Engaging in international relationships based on respect and understanding can provide enormous cultural, social and economic benefit to cities and local communities. This policy governs the implementation of Sister City and International Arrangements at the City of Adelaide and outlines the principles for optimising ongoing arrangements, and for engaging in new arrangements.

**Alignment with Australia's Foreign Relations (State and Territory Arrangements) Act 2020 (Cth) (the Act):** *This City of Adelaide policy aligns with the Act and refers to relationships established by the City prior to 2020, and from 2020 onwards.*

## ROLE OF COUNCIL

Sister City, Friendly City and City-to-City MOU arrangements at the City of Adelaide are considered a 'whole of organisation' arrangement in which the City of Adelaide endeavours to draw connections and purposeful outcomes aligned with the City of Adelaide Strategic Plan and other strategies.

The UNESCO Creative Cities designation is also considered a whole-of-organisation arrangement which is delivered by multiple programs.

The City of Adelaide may also be a third-party beneficiary to Government of South Australia led formalised international arrangements.

### **Council's role in international arrangements:**

**Leader:** facilitate international networks and connections through our formal international arrangements such as UNESCO City of Music. The City of Adelaide can lead by example the inclusion of reconciliation and truth-telling through formal international arrangements through highlighting Kurna and broader First Nations heritage and storytelling on digital communication platforms and support knowledge sharing and exchange

**Minor Funder:** Partner with others to support activity that develops art and creative exchange, cultural cross-collaboration, economic development, community wellbeing and learning and climate and other environmental solutions.

**Broker:** connecting local organisations or communities so they can collaborate directly with international entities from our Sister Cities on shared alignments and outcomes.

**Partner:** Local Government Associations in Australia are a party to the Australian Government Foreign Arrangements Scheme. The Foreign Arrangements Scheme creates obligations for local governments that propose to enter or enter an arrangement with a foreign entity. Where applicable, these arrangements must be notified to the Minister for Foreign Affairs. The City of Adelaide may partner with the State Government of South Australia (Department of State Development and Department of the Premier and Cabinet and Capital City Committee) for the benefit of leveraging additional resources and strategic direction with our formal international arrangements. The City of Adelaide may partner with local organisations and community in delivering international projects.

## PRINCIPLES

### **PRINCIPLE 1: International arrangements will be strategic, purposeful and mutually beneficial.**

- Projects and activities delivered through the Sister City Program will provide beneficial cultural; social; economic; and/or sustainability and climate resilience outcomes to the people of the City of Adelaide.
- International arrangements will reflect a commitment to deliver on the City of Adelaide strategic directions and include specific objectives relative to the focus and interests of the partnership.
- The City of Adelaide will engage in new international arrangements only where they provide strategic benefit, a resourced action plan for delivery of projects, initiatives or knowledge exchange that is measurable and aligned with the City of Adelaide Strategic Plan or an endorsed Strategy of Council.

### **PRINCIPLE 2: International arrangements will endeavour to connect people to people**

- The City of Adelaide will enable people-to-people opportunities for cross-cultural connection, knowledge sharing and professional networking with counterparts in Sister Cities.
- Exchanges will provide benefit to the City of Adelaide communities with a particular focus on cultural communities of interest and local diaspora.
- The City of Adelaide will endeavour to broker cross-cultural exchange and knowledge sharing among Aboriginal and Torres Strait Islander representative leadership and First Nations Peoples between the City of Adelaide and its Sister Cities.

### **PRINCIPLE 3: International arrangements can raise the profile of Adelaide internationally to maximise opportunities for trade and investment.**

- The City of Adelaide and the Adelaide Economic Development Agency (AEDA) will showcase Adelaide on digital platforms for the purpose of international brand awareness.
- The City of Adelaide and AEDA will maximise business events and trade exchange opportunities
- The City of Adelaide and AEDA will partner and support the State Government to optimise international trade opportunities where they align with Council's Strategies.

### **PRINCIPLE 4: International arrangements will align the City of Adelaide cultural principles of reconciliation and truth-telling.**

- The City of Adelaide acknowledges the Kaurna people as the traditional custodians of the Adelaide Plains and fully supports Aboriginal and Torres Strait Islander self-determination. We recognise the importance of addressing past injustices, centring First Nations perspectives, and promoting cultural revitalisation through language, storytelling, and creative expression.
- Formal international arrangements held by the City of Adelaide will highlight First Nations perspectives in storytelling and context setting of the City of Adelaide and the Adelaide Plains prior to colonisation through to now. This will be achieved through active information sharing and the facilitation of knowledge exchange with our international counterparts.

**APPROACH**

The City of Adelaide holds arrangements with a broad range of entities including cities, forums and networks which enable mutually beneficial international relationships through knowledge sharing, cross-cultural exchange and collaboration, and storytelling. These arrangements attract international interest in the city of Adelaide and leverage this interest into practical local benefit which can harness creativity and enthusiasm for practical and meaningful action.

Sister City arrangements have been in place at the City of Adelaide since 1972. Sister City arrangements are valued by Council for their symbolic power and potential to benefit citizens.

*The definition of a City of Adelaide formal arrangement for the purpose of this policy is that it is endorsed by Council and signed by the Lord Mayor..*

<b><u>Established prior to 2020</u></b>	<b><u>Established from 2020 onwards</u></b>
These arrangements will be regularly reviewed to clarify mutual benefit, intention to continue and the ongoing nature of the relationship. These long-standing relationships may continue to be largely symbolic in nature and focused on cultural benefit.	These arrangements will be time-limited and subject to regular review. They will be established through a Memorandum of Understanding and require specific outcomes to be delivered.

- The term Friendly City arrangement will be superseded by the City of Adelaide with a preference for entering into a City-to-City Memorandum of Understanding, as the first step in a formal arrangement before a Sister City. The preferred approach is to develop, where deemed of strategic value, a three-year City-to-City Memorandum of Understanding rather than a new 'Friendly City' arrangement. Standing Friendly City arrangements remain in place until mutually reviewed and revised.
- All formal international arrangements, including Sister City relationships, are to be regularly reviewed and evaluated.
- A three-year City-to-City Memorandum of Understanding, if functioning well and meeting objectives, can be extended for a further three to five years.
- A three-year City-to-City Memorandum of Understanding can be moved to a Sister City relationship (for a specified period) which may be longer than three years, if desired by both parties.
- All arrangements post-2020 must be allocated an expiry date no longer than three years from establishment, with a mid-point review through an initial City-to-City Memorandum of Understanding.
- Administration of the Sister City Program will include the collation of an annual activity report of all international arrangements and associated activities delivered through City of Adelaide.
- The City of Adelaide will maintain up to date, public facing online information and an accessible register of all City of Adelaide formal international arrangements.

## ADMINISTRATION

### REQUESTS FOR AN INTERNATIONAL ARRANGEMENT

- All new requests will be assessed and if deemed to be of high strategic value, presented to Council for consideration.

### RELATED DOCUMENTS

City of Adelaide documents:

- City of Adelaide Strategic Plan 2024-2028
- City of Adelaide City Plan 2036
- City of Adelaide Cultural Policy 2025
- City of Adelaide Economic Development Strategy 2024-2028
- City of Adelaide Integrated Climate Strategy 2030
- City of Adelaide Stretch Reconciliation Action Plan 2024 – 2027

Relevant legislation:

- *Local Government Act 1999 (SA)*
- *Foreign Arrangements (State and Territory Arrangements) Act 2020 (Commonwealth)*

Other:

- Australian Sanctions Office Compliance Policy
- Commonwealth Foreign Arrangements Scheme
- United Nations Charter

## GLOSSARY

**International Arrangement** – An activity based mutual agreements with an entity representing a city of another country or an entity based within another country. Interchangeable with foreign arrangement for the purposes of this policy.

**Formal Arrangement** – International Arrangements signed by the Lord Mayor on behalf of the City of Adelaide and co-signed by the Mayor or appropriate representative of the partner entity. An intention to commence an activity based mutual agreement, through the City of Adelaide and other entities which may be a city, forum or network. Examples other than Sister Cities are UNESCO Creative Cities Network membership through the UNESCO City of Music Designation.

**Sister City** – Formal arrangement adopted by Council and signed by the Mayor naming two cities as Sister Cities.

**Friendly City** – Less formal than a Sister City, a Friendship Arrangement is a less resourced, historic arrangement. These historic arrangements may be maintained or reviewed and if agreed by both parties, replaced by a City-to-City Memorandum of Understanding.

**City-to-City Memorandum of Understanding** – A Memorandum of Understanding (MOU) is a non-binding, formal document outlining a cooperative agreement between parties, detailing their roles, responsibilities, and shared goals. It may function as a preliminary step, often preceding a legally binding contract, to establish trust and clarify expectations.

**Foreign entities** - Under the Foreign Arrangements Scheme, foreign entities include a foreign country, its national government and a department or agency of that national government. It also includes sub-national level governments in foreign countries (including its governments, departments and agencies), authorities established for a public purpose and some foreign universities.

**Foreign Arrangements Scheme** – The Scheme ensures that arrangements between state, territory and local governments (and their entities) and foreign entities do not adversely affect Australia’s foreign relations and are not inconsistent with Australia’s foreign policy.

#### REVIEW

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 **2030**.

#### Review history:

Content Manager Reference	Authorising Body	Date/ Decision ID	Description of Edits
<i>ACC2026/39183</i>	<i>Council</i>	<i>TBC</i>	<i>Creation of new Policy</i>

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# Sister Cities Policy and Program Review

Research report for the City of Adelaide

Helen Dinmore, Boram Lee and Satu Teppo



# Sister Cities Policy and Program Review

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# Sister Cities Policy and Program Review

## Executive Summary

- Adelaide's sister city relationships are valued by the community as a mechanism for cross-cultural connection, knowledge sharing and professional networking. Valuable outcomes of Adelaide's sister city relationships have included: knowledge, arts and student exchanges; development of entrepreneurship, tech and innovation; raising Adelaide's international profile and strengthening the city's identity; and long-term friendship and international connection.
- Adelaide's sister city relationships offer a great deal of untapped potential. Although some outcomes are generated under the auspices of the sister city, the relationships hold largely symbolic value. They would benefit from greater strategic clarity, community awareness and tangible outcomes.
- To realise these benefits, City of Adelaide needs to resource its Sister City Program by: building internal capacity; setting up resilient governance structures, including community networks; and adequately funding activities, including travel. To establish and maintain social license for this resourcing, it must communicate benefits to the Adelaide community. Evaluation mechanisms and review periods should be built into existing and future sister city arrangements.
- Due to its role as capital city, City of Adelaide should liaise with State Government to ensure policy alignment, access funding, manage program scope and maximise the benefits of international arrangements.
- When assessing future sister city relationships City of Adelaide should assess whether there are: a clear, shared purpose and level of commitment; strategic fit and compatibility with Adelaide's identity and priorities, including existing cultural, social or economic links; and identified, viable community benefits.

# Introduction

This report was commissioned by the City of Adelaide to review its Sister City Program and help shape a new Sister City Policy. It provides a background of sister city programs internationally and in Australia, and an overview of the City of Adelaide’s sister city relationships and activities. It brings together insights from academic and policy literature and the views of local stakeholders to understand what makes a successful sister city relationship. It then makes a series of policy recommendations to guide the City of Adelaide’s engagement in existing sister city relationships and assessment of potential new sister cities in the future.



PHOTOS: SANDY HORNE

# Approach

This research was undertaken in three stages. In the first we reviewed international academic literature about sister cities and a wide range of grey literature, including reports, policy documents and international relations frameworks. We conducted an environmental scan of Australian sister city relationships and a more detailed exploration of Adelaide's sister city history and engagement.

Following this background review, we held a series of interviews and focus groups with community, government and industry stakeholders. In these, stakeholders were given the opportunity to share their views on the purpose and value of sister cities, what makes a successful relationship, how sister city relationships and programs should be managed and by whom, what opportunities exist for the City of Adelaide's sister city relationships and what a new policy might include. We then analysed the data collected in interviews and focus groups to identify themes.

Lastly, using the findings from these conversations and from the background review, we devised a set of policy recommendations. These are intended to clarify the purpose and objectives of Adelaide's sister city relationships (SCRs), and provide a framework for maintaining existing SCRs, including matters of governance, and the consideration of any future relationships.



# Background

## What are sister cities?

Sister city relationships, also known as ‘twin towns’, gained momentum after the Second World War as a form of people-to-people diplomacy promoting friendship, peacebuilding and cross-cultural understanding. Twin towns expanded rapidly across Europe in the 1940s and 1950s, particularly between towns in formerly hostile nations. The United States began its formal sister city program in the 1950s and established Sister Cities International, which remains the institutional framework for these relationships. From the 1960s onwards, there was widespread adoption of sister cities globally, with uptake peaking in the 1980s. There are now tens of thousands of official city-to-city linkages worldwide.

SCRs are established via a formal agreement that usually sets out the purpose of the relationship. While these agreements are commonly open-ended and focused on the development of a long-term city-to-city relationship, some cities build in review periods that enable them to review whether to remain active. An SCR can become dormant if no activities take place, even if the agreement still technically exists. From time to time, SCRs are terminated, usually because of political tensions, changing council priorities or a lack of engagement.

SCRs are often conceived around a set of shared aspirations for cultural, social, economic and educational exchange. SCRs are commonly seen as an avenue for the development of trade, investment and business networks; cross-cultural learning; promotion of tourism; knowledge sharing in areas such as sustainability, technology, innovation, public administration and shared industry sectors; arts and festival exchanges; and celebration of historical ties.

## Adelaide’s sister cities

The City of Adelaide has five official sister cities—Christchurch (New Zealand), George Town (Malaysia), Himeji (Japan), Austin (USA), and Qingdao (China). The City of Adelaide also has an MOU with Athens (Greece) and two ‘friendly cities’

in China, Dalian and Chengdu. The MOU with Athens focuses on cooperation in the arts and culture, tourism and the environment, and is valid for three years, at which point it can be evaluated and the relationship renewed. The friendly cities are less formal partnerships than SCRs, but are still designed to promote friendship and cooperation.

### **Christchurch, New Zealand (est. 21 Feb 1972)**

This sister city relationship was established to foster mutual understanding through the sharing of ideas and information, trade missions, and student, sporting and cultural exchanges. A consistent focus has been tourism and place branding, with mutual promotion as garden or green cities. Education links include student exchange programs and Children’s University connections between Adelaide and Canterbury and Lincoln Universities. The relationship is also visible through public art, including the Kaurua Wailu artwork by Adelaide artist Karen Genoff installed in the Adelaide Garden at Halswell Quarry, Christchurch. City of Adelaide supported Christchurch in practical ways following the 2011 earthquake, for example by inviting 170 students from earthquake-damaged Canterbury University to study at the University of Adelaide.

### **George Town, Penang, Malaysia (est. 8 Dec 1973)**

The relationship began with strong historical and symbolic connections. Colonel William Light was the eldest son of Captain Francis Light, who established George Town, and the two cities share similarities in city planning and grid layout. Activities have included cultural exchanges and promotional events that highlight Penang’s multicultural heritage and Adelaide’s festival identity. Two-way delegations and trade missions have been documented, with benefits linked to economic development and tourism. Heritage and cultural tourism cooperation has been a recurring strand, shaped in part by George Town’s UNESCO World Heritage status. Adelaide has also supported education and policy engagement, including sponsorship of the ASEAN Australia Education Dialogue in George Town. The 50th anniversary in 2023 included civic receptions, commemorative activities and a sister city book launch alongside the George Town Literary Festival.

**Himeji, Japan (est. 19 Apr 1982)**

Adelaide’s relationship with Himeji is strongly grounded in symbolic place making and long-term cultural engagement. The Adelaide Himeji Garden, opened in 1985 in the southern parklands, functions as the principal public symbol of the partnership and a site for civic and community activity. A granite lantern gifted by the City of Himeji, inscribed to mark the sister city bond, reinforces the ceremonial character of the relationship. Ongoing student exchanges and cultural visits are noted in City of Adelaide reporting, alongside regular cultural exchanges linked to Japanese festivals and community events. Milestone anniversaries have been used to activate public programming, including 35th and 40th anniversary celebrations with a City Library exhibition and civic events in the garden.

**Austin, Texas, USA (est. 11 Jul 1983)**

Originally framed as a series of exchanges to deepen cultural ties, promote products and services, and build awareness of tourism attractions. The relationship includes prominent symbolic gestures and physical markers, including Adelaide’s gift of a large opal in 1983 and the establishment of Austin Street and Austin Garden in Adelaide’s parklands. Documented exchanges span creative industries such as fashion, education and media, alongside civic diplomacy through delegate visits and anniversary events, including 40th anniversary activity in 2023. More recent activity has expanded into innovation agendas, with smart city and entrepreneurship roundtables focused on learning from Austin’s ecosystem. Creative exchange highlights include Fashion X Austin and the Adelaide Fashion Festival exchange in 2018 to 2019, with two-way designer participation, and involvement of Adelaide musicians in Austin’s annual SXSW festival.

**Qingdao, Shandong, China (Friendly City 2001; Sister City Nov 2014)**

The relationship developed through economic, trade and tourism exchanges, building on the broader South Australia to Shandong sister state relationship. Education has been a major pillar, including agreements on education and training and initiatives promoting Adelaide as a study destination, with continuing institutional links such as Haide College in Qingdao described as a joint

institute of the University of Adelaide and Ocean University of China. Cultural exchange has included festival and conference engagement, particularly through participation by Shandong and Qingdao in the OzAsia festival. Symbolic place-based diplomacy is represented by the Qingdao Rose Garden in Veale Gardens, unveiled on 25 Feb 2018, featuring the Song of the Wind sculpture and the City of Qingdao Rose. The opening included community cultural activities such as lion dances and calligraphy, reinforcing public visibility and community connection.

**Table 1: Main focus themes across Adelaide’s sister city relationships**

Sister City	Main focus themes of the relationship
<b>Christchurch</b> New Zealand	Green city identity, education links, tourism promotion, public art, disaster resilience and mutual support
<b>George Town</b> Penang, Malaysia	Heritage and multiculturalism, food and tourism, education and policy dialogue, Asia-facing cultural diplomacy
<b>Himeji</b> Japan	Garden diplomacy and symbolic place making, cultural exchange, student exchange, long-term relationship building
<b>Austin</b> Texas, USA	Creative industries exchange, innovation and smart city collaboration, festival-based exchange, civic diplomacy
<b>Qingdao</b> Shandong, China	Trade and port city branding, education and student mobility, festivals and conferences, symbolic place-making

**Table 2: Timeline of the establishment of Australian capital cities' sister city relationships**

AUSTRALIAN CITY	YEAR	SISTER CITY
Sydney (first partnership)	1968	San Francisco, USA
Adelaide (first partnership)	1972	Christchurch, NZ
Adelaide	1973	George Town, Malaysia
Perth (first partnership)	1974	Kagoshima, Japan
Hobart (first partnership)	1977	Yaizu, Japan
Melbourne (first partnership)	1978	Osaka, Japan
Melbourne	1980	Tianjin, China
Sydney	1980	Nagoya, Japan
Darwin (first partnership)	1982	Anchorage, USA
Darwin	1982	Kalymnos, Greece
Adelaide	1982	Himeji, Japan
Adelaide	1983	Austin, USA
Sydney	1983	Wellington, NZ
Sydney	1984	Portsmouth, UK
Perth	1984	Houston, USA
Perth	1984	Megisti (island of Kastellorizo), Greece
Perth	1984	Rhodes, Greece
Melbourne	1984	Thessaloniki, Greece
Melbourne	1985	Boston, USA
Brisbane (first partnership)	1985	Kobe, Japan
Sydney	1986	Guangzhou, China
Perth	1987	San Diego, USA
Darwin	1988	Ambon, Indonesia
Brisbane	1988	Auckland, NZ
Perth	1989	Vasto, Italy
Darwin	1990	Haikou, China
Brisbane	1992	Shenzhen, China
Brisbane	1993	Semarang, Indonesia
Sydney	1993	Florence, Italy
Canberra (first partnership)	1993	Nara, Japan
Brisbane	1997	Kaohsiung, Taiwan
Hobart	1998	L'Aquila, Italy
Perth	1998	Nanjing, China
Perth	1999	Taipei, Taiwan
Darwin	1999	Milikapiti (Tiwi Islands) Australia
Canberra	2000	Beijing, China
Brisbane	2002	Daejeon, South Korea
Darwin	2003	Dili, Timor-Leste
Melbourne	2004	Milan, Italy
Brisbane	2005	Chongqing, China
Perth	2006	Perth, Scotland
Perth	2008	Seocho (Seoul district), Korea
Brisbane	2009	Abu Dhabi, UAE
Brisbane	2010	Hyderabad, India
Perth	2012	Chengdu, China
Adelaide	2014	Qingdao, China
Canberra	2016	Wellington, NZ
Darwin	2022	Denpasar, Indonesia

## Adelaide’s sister city relationships in context

### Sister city relationships around Australia

The first Australian sister city relationship was forged in 1961, between Bega, NSW and Littleton, Colorado in the US. The Australian Sister Cities Association formed in 1979. **Table 2** (previous page) shows a timeline of SCR uptake by Australia’s capital city councils, although hundreds of SCRs belong to other metropolitan and regional councils across Australia. Forty percent of these SCRs were taken up during the 1980s.

The large number of SCRs across Australia makes a full review beyond the scope of this report. However, this study has included the five other South Australian councils that also have sister cities as shown in **Table 3**.

**Table 3: South Australian sister cities**

SA council	Sister city/cities
City of Marion	Kokubunji, Japan
City of Port Adelaide Enfield	Malmö, Sweden
City of Salisbury	Mobara, Japan
City of Tea Tree Gully	Asakuchi, Japan Borodyanka, Ukraine
City of Port Lincoln	Lincoln, UK Muroto, Japan

A review of sister city activities and purpose statements from these five South Australian councils, and the seven other state/territory capital councils, reveals wide variety in the way SCRs are conducted and conceptualised. However, there are notable commonalities. The most common areas of activity by far are in **education** (primary, secondary, tertiary and specialist exchanges); **economic development** (trade, investment, industry, business networking, conferences and professional exchange); and **cultural exchange** (delegations, symbolic friendship).

Not as common, but still a focus of many SCRs, are the **arts** (creative industries, festivals and events, and arts exchanges); **city improvement** (public art, place-making, urban renewal and development); **tourism** (development and promotion); and celebration of **historical ties**

(WW2 links, diaspora communities, namesake cities, influential figures).

**Sport** (exchanges), **civic diplomacy** (delegations), **public administration** (knowledge sharing and capacity building), **innovation and technology** (knowledge exchange, entrepreneurship, research), **diversity initiatives** and **sustainability** (climate and the environment) are less of a focus, but still a priority for several SCRs.

Lastly, a handful of SCRs include the following among their priorities: **mutual support** (disaster resilience, refugees); **health and medicine**, **First Nations** (recognition, knowledge sharing), and **food and hospitality**.

It should be noted that upon signing the agreement the stated aims for SCRs can often be quite wide-ranging, but underrepresented in the activities that follow. While many Australian SCRs are very active, some SCRs are decades old and have become largely symbolic or encompass only one or two flagship programs, such as an annual student exchange or national day celebration. This reflects the changing nature of city identities and priorities and fluctuating community support. Milestone anniversaries are often a time when these ‘dormant’ SCRs are revived and celebrated.

## State policy context

### *SA Government policy environment: Connections to sister cities programs*

The South Australian Government's international engagement spans across most government departments. The Protocol unit in the Department of the Premier and Cabinet (DPC) has a central role and facilitates incoming delegation visits to South Australia as well as coordinating the Premier's international engagement and travel.

Most state government departments have policies, strategies and nominated staff roles that relate to international engagement. In the context of local government relationships more broadly, and the City of Adelaide in particular, connection points to key government policies are outlined below. These highlight opportunities for cooperation and engagement with sister cities across many areas of public policy, depending on current priorities, resourcing and ambitions of the City of Adelaide. It is worth noting that most schemes are two-directional, supporting export and attracting investment.

### *Department of State Development: Trade, International and Investment*

South Australia's Trade & Investment Strategy (TIS) to 2030 was launched in August 2023. The strategy provides a seven-year focus for developing South Australia's export markets and driving direct investment. In terms of the largest export markets by country, all five of the City of Adelaide's sister cities are located in markets that are significant trade partners for South Australian exporters. In addition, the Trade & Investment Strategy identifies India and South East Asia as future growth markets.

The strategy is built around seven pillars that aim to increase export and investment outcomes across South Australia. It identifies nine globally competitive industry sectors, some of which have close alignment with City of Adelaide's current activities and strategies through AEDA.

- Renewables, fuels and cleantech
- Mining and minerals processing
- Defence and space
- International education
- Tourism
- Wine
- Food and agribusiness

- Critical and emerging technologies
- Health and medical

### *Department of the Premier and Cabinet: CreateSA*

CreateSA launched *A Place to Create*, South Australia's ten-year cultural policy, in March 2025. The policy is accompanied by shorter, two-year delivery plans with the first one covering years 2025-27. The cultural policy document, together with the delivery plan, provide insights into the direction of government investment in the area of arts, culture and creative industries.

There are several possible connection points to the City of Adelaide's sister cities program. For example, the current delivery plan includes a direct commitment to seek further opportunities for South Australian artists to develop international markets. The delivery plan also seeks to support strategic market development and export initiatives, identify new opportunities through cultural diplomacy and international networks and to leverage international networks to support knowledge sharing and collaborations for both artists and organisations.

As noted earlier in this report, City of Adelaide, together with State Government agencies, has a history of arts and cultural connections with the sister cities. For example, South Australians have connected with SXSW through events and delegations, leveraging the sister city connection with Austin especially in relation to contemporary music, screen and tech sectors. As an example of an inbound cultural connection, a delegation from George Town Literary Festival visited OzAsia Festival in 2023. The connections within this policy area can span both CreateSA initiatives and individual organisations, artists and creatives working in the City of Adelaide.

### *Capital City Committee*

In terms of mechanisms for partnering with the State Government, the Capital City Committee is a legislated, high-level body tasked with promoting the development of the city of Adelaide through a variety of mechanisms, including brokering partnerships and investment, stakeholder engagement and events. The Committee is chaired by the Premier and in 2023-24 included members with ministerial portfolios that included Arts, Small and Family Business, Tourism and Multicultural

Affairs, thereby providing a broad connection point to key State Government policy areas. Recent reporting on the Capital City Committee activity denotes a lower level of activity than during some earlier periods, but the mechanism continues to be available to the City of Adelaide.

In terms of relationship with the Federal Government, the Department of Foreign Affairs and Trade (DFAT) is a core stakeholder and partner for local government international engagement activities, including the sister cities programme. DFAT administers the Foreign Arrangements Scheme and local governments must notify the Minister for Foreign Affairs of any prospective new arrangements, such as any new sister city relationships. There has been a recent review of the scheme, but DFAT indicates that sister city relationships are likely to continue as notifiable relationships for the purposes of the Act. However, DFAT is working towards a better understanding of the nature and risk of sister city arrangements. DFAT has published a [Fact Sheet](#) and a [Guidance Note](#) to support local government decision-making and process planning.

### **Global context: what makes a sister city relationship successful?**

Research has shown that SCRs have typically evolved through three overlapping phases. The **associative phase**, dominant through the first two decades, emphasised international friendship and symbolic solidarity. Following this, the **reciprocal phase** emphasised structured, mutually beneficial activities geared towards cultural understanding, such as educational and professional exchanges. From the mid-1980s, sister cities entered a **commercial phase**, in which cities increasingly began to view the relationships as tools for economic development, tourism promotion and access to international markets. Importantly, these three expressions of SCRs have not replaced each other but continue to co-exist, creating a diversity of sister city practices and purposes (O'Toole 2020).

Much current debate about the value and purpose of SCRs centres around the extent to which they should be used for economic development or just focus on cultural exchange. Views tend to differ from country to country, and indeed, from city to city (Mpanza et al. 2022; O'Toole 2000). SCRs can generate a wide spectrum of benefits that extend across cultural, social and economic domains

(Baycan-Levant et al. 2020). SCRs foster long-term friendship, trust and goodwill between communities, offering significant opportunities for exchange, collaboration and engagement. Student exchanges are an obvious and well-known expression of this, but opportunities extend into the arts, sports, sustainability, governance, tourism, innovation and trade.

SCRs can also function as a useful form of 'paradiplomacy' that complements national and state-level diplomacy. As long-term, people-centred relationships, they can create openings and add value for state government objectives in international policy, and have been shown to weather a degree of political turmoil (Fortunoff et al. 2025). Local governments should work closely with state and federal government on SCRs to ensure compliance and policy alignment and maximise benefits for all.

Effective management of SCRs also requires local governments to develop organisational capacity. Poorly funded or unstructured relationships tend to remain symbolic rather than productive. SCRs need to be supported by clear objectives, adequate resources and commitment from council leadership. In particular, local governments need institutional capacity to successfully manage the relationship, in the form of human resources, external resources, organisational infrastructure and financial resources. However, an ongoing benefit of SCRs is that local governments can further develop these capabilities through international engagement, including knowledge sharing with their counterpart organisations in sister cities (Walker et al. 2024).

Regular communication and clear governance structures are also required. There are a range of governance models in use by councils but a degree of involvement by the community via networks, committees and volunteer groups is critical for success. Community 'ownership' creates benefits for all and expands the capability and resourcing of sister city programs, while building into the relationships a degree of resilience to changes in elected leadership (Harrison & Huang 2022).

Research emphasises that successful SCRs depend on clear purpose, strong mutual commitment and the capacity to sustain the relationship over the long term. The most compatible cities tend to be similar in size, economic profile or policy interests (Cohen 2020). Pre-existing ties—whether cultural, historic or economic—also create a more natural affinity,

especially where there are diaspora communities. However, dissimilarity is also valued in some SCRs, offering opportunities for cross-cultural learning driven by curiosity (Fan et al. 2023). In either case, flagship cultural programs such as festivals, growing industrial sectors, or shared geographic characteristics and sustainability challenges can also create meaningful opportunities to learn from each other.

On the other hand, misalignment of expectations, resources and objectives, shifting priorities over time, geopolitical tensions, inconsistent management and inadequate resourcing can all lead SCRs to become symbolic rather than productive (O’Toole 2000; Gibbs et al. 2015; Tham & Shim 2025).

Importantly, SCRs need community support to succeed as adequate resourcing requires social licence. Critiques of SCRs have in recent years centred around community perceptions of economic benefit and whether the money spent on activities, especially overseas travel, is justified (Ryan & Mazzilli 2024). However, SCRs work best when they cultivate person-to-person links through exchanges, regular visits and continuous communication, which can take time to mature. Councils must work to involve communities so that they benefit from programs, as well as demonstrating the value of SCR activities in a transparent and consistent way (Gibbs et al. 2015).

Finally, regular review periods should be built into SCR programs so that both cities can assess the value of the program and make sure they are aligned on future objectives and how to achieve them.



# Findings

A central part of research for this report was a series of interviews and focus groups with stakeholders. We spoke to 20 representatives of the Adelaide community, including Council, business leaders and professional associations, arts organisations and festivals, and state and federal government. We also sought insights from other councils. Respondents were asked for their views on:

- The purpose of SCRs and their value to Adelaide
- How well our SCRs currently fulfill that purpose
- What could increase community participation and support
- What the role of the South Australian Government should be in Adelaide's SCRs
- What we can learn from any previous challenges in establishing or maintaining SCRs
- What conditions or qualities make an SCR successful
- How City of Adelaide should evaluate the success of its SCRs
- What factors should guide the decision to establish a new SCR

Transcripts of the interviews and focus groups were then analysed to identify themes. A summary of the main themes is below.

## **Core purpose of Adelaide's sister city relationships**

- Build long-term, people-to-people relationships that can outlast political cycles and are resilient to geopolitical turbulence.
- Support Adelaide's international engagement so the city is not culturally or economically isolated.
- Create pathways for cultural, economic, educational and other types of meaningful exchange, with programs that deliver tangible benefits for the community.
- Create practical value through exchange of knowledge, capability building, and best practice transfer.
- Provide a platform that can enable economic outcomes over time such as trade links, tourism growth and business internationalisation.

- Provide opportunities for all members of the community to participate.
- Boost city identity and pride.
- Complement the State Government's international agenda and economic priorities.

## **How well do the City of Adelaide's sister city relationships currently fulfil that purpose?**

- Participants saw strong symbolic and relational value, but weak strategic clarity.
- Community awareness and visibility are low, so public value is not well understood. Some relationships feel distant from everyday city life and local priorities.
- Outcomes appear uneven and often not systematically captured or communicated.
- Lack of clear aims, resourcing and evaluation makes it hard to sustain momentum and demonstrate impact.

## **Valuable outcomes of Adelaide's sister city relationships**

- Knowledge exchange that helps Adelaide share solutions to challenges and adopt solutions already tested elsewhere. This includes scientific approaches to sustainability and climate challenges, and matters of public administration and council capacity building.
- IT sector entrepreneurship, innovation and growth; developing Lot Fourteen connections.
- Arts and cultural exchanges, especially related to music and festivals. This leverages Adelaide's identity as a UNESCO City of Music and the gateway to the Festival State.
- School exchanges (teachers and students), especially with a focus on language skills and building cross-cultural understanding in future generations.
- Community-led cultural activity such as diaspora engagement that strengthens social cohesion and place identity.
- Tourism enabling outcomes such as improved city profile and potential pathways to better connectivity, including direct flights and hospitality infrastructure.
- Long-term trust and continuity that can enable economic or connectivity benefits, including examples like aviation continuity after COVID being linked to relationship strength.

### **Future opportunities for Adelaide's sister city relationships**

- Promoting international higher education.
- Wine linkages – tourism, industry, education. Although our wine regions are not in the City of Adelaide, it has the National Wine Centre and acts as the gateway to our regions.
- Sports linkages – tourism, exchanges.
- Engaging diaspora communities, including international students.
- Advancing Reconciliation by ensuring First Nations perspectives are centred in SCR policy and programs and by facilitating First Nations knowledge exchange with sister cities.
- Collaborating with other SA councils and 'sisters of sisters' to open up larger networks.

### **Qualities of a successful sister city relationship**

- Clear shared purpose and an orientation that fits both cities.
- Strategic clarity and alignment with Adelaide's economic and cultural identity.
- Willingness and buy-in from city leadership.
- Community visibility and participation.
- Areas of mutual interest around which activities can be planned.
- Regular engagement and visits supported by adequate resources.
- Equal energy and investment of time and resources on both sides.
- Strong people to people infrastructure including diaspora, schools, universities, cultural organisations, and business networks.
- Alignment across city, state, and federal priorities, with awareness of DFAT and broader diplomatic constraints.
- A governance model that supports continuity and reduces dependence on individual champions, including volunteers with a connection to the sister city.
- An evaluation framework with goals and KPIs, plus regular reporting.
- Risk management of political shifts.

### **Governance**

- Create a clear strategy per sister city with explicit aims, workplan, and priority sectors.

- Use a steering committee model that links city, state, and community stakeholders. City of Adelaide needs a formal liaison mechanism through which it can collaborate with State Government and DFAT on SCR compliance and strategic objectives. This will ensure alignment on priorities and enable City of Adelaide to seek State Government support. It will also support the clear delineation of City of Adelaide's role in international arrangements and limit scope creep.
- Different cities use different governance models – internal staff, internal committees, external (volunteer-run) committees. These take time to build but once up and running, committees in different sister cities talk to each other and create initiatives. Different volunteers can be involved in different aspects of the relationship.
- City of Adelaide can engage with the private sector to form subcommittees to develop and/or implement SCR initiatives, leveraging existing private sector networks.
- Implement regular review cycles and outcome reporting.
- Dedicate resourcing for engagement, exchanges and profile building.
- Take a structured approach to diaspora engagement and local storytelling to make benefits visible.
- Build resilience through people to people and institution to institution ties so relationships are not solely dependent on political leadership or individual champions.

### **Evaluation – meaningful criteria and indicators**

- Level and quality of engagement including frequency of exchanges, visits, and joint initiatives.
- Community awareness and participation measures.
- Economic indicators where relevant such as business connections, trade activity, tourism outcomes, and investment leads.
- Education and cultural exchange outputs such as school partnerships and program participation.
- Knowledge transfer outcomes where specific practices are adopted or adapted in Adelaide.

- Relationship resilience indicators such as continuity through political change and breadth of stakeholder involvement.

### **Factors that should guide decisions about a new sister city relationship**

- Clear shared purpose.
- Compatibility or complementarity with priority sectors, industry capabilities or shared challenges.
- Strategic fit with Adelaide's city identity and economic and cultural priorities.
- Targeted areas of activity for the relationship and realistic pathways to outcomes.
- Identifiable and tangible benefits to the community.
- Linkages already exist (e.g. in business, education, the arts) that can be leveraged to make the relationship successful.
- Presence of strong community or diaspora links that can support people-to-people ties.
- Resource feasibility, including ability to support regular engagement and exchanges.
- Potential for knowledge exchange and best practice transfer that can be adapted to Adelaide's context.
- Risk assessment for political sensitivity and multi-level government complexity.
- Parties share an equal appetite for engagement.
- Both parties are willing to develop the relationship over time and to evaluate it regularly.



# Sister City Policy & Program recommendations

Informed by the findings of this research project, the following proposes items for inclusion in City of Adelaide's policy approach to its SCRs. A policy and/or operational plan should guide assessment and review of SCRs, governance and program delivery for the next 3-5 years.

---

## Purpose

The purpose of this policy is to establish a framework for Council's sister city relationships and related MOUs.

## Policy statement

The City of Adelaide is committed to ensuring its sister city relationships facilitate social, cultural, educational, economic and environmental benefits, based on mutual interests, for the whole organisation and the wider Adelaide community.

## Objectives

### Strategic focus

- support delivery of City of Adelaide's strategic objectives.

### Arts and culture

- Raise the international profile of Adelaide's art events and creative practitioners.
- Facilitate international arts exchanges and collaborations.

### Economic development

- Support City of Adelaide's economic development priorities.
- Facilitate international business networks to increase investment, innovation, job creation and growth.

### Education

- Support international cooperation in education and research opportunities.

## Environment

- Support international cooperation on climate and other environmental solutions.

## International promotion

- Strengthen Adelaide's reputation internationally as a place to live, work, invest, visit, learn and create.

## Budget and resourcing

Funding and other resources for the Sister Cities Program will be established each year as part of the annual budgeting process.

## Evaluation and criteria

City of Adelaide will agree on a regular review period with each sister city of no more than three years.

In addition to ensuring the relationship aligns with City of Adelaide's strategic objectives and this policy, the following criteria should guide assessment of new sister city relationships or when reviewing existing relationships:

1. Establishment of a clear shared purpose.
2. Compatibility of strategic priorities, cultural identities, industry capabilities or shared challenges.
3. Existing linkages to the local community through business, cultural and social activities or historical ties.
4. Opportunities for people-to-people connection and a range of activities with tangible outcomes and community benefits.
5. Comparable appetite for engagement and resourcing.

A tool for the assessment of future sister city relationships can be found at **Appendix 1**.

## Compliance

All current and future sister city relationships must comply with the relevant guidelines provided by the Australian Government through the Department of Foreign Affairs and Trade

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# Appendix 1

## Sister City relationships – Assessment Tool

The purpose of the assessment tool is to assess the value and viability of future Sister City relationships. The tool should be used in conjunction with the City of Adelaide’s Sister City and International Arrangements Policy, current Strategic Plan and current cultural, economic and social policies.

The tool is informed by our research findings, which strongly indicate that successful Sister City relationships:

- reflect a shared vision between the two cities and shared ambition for the relationship;
- are aligned with the cities’ strategic priorities;
- leverage existing linkages;
- create opportunity for cultural, economic, educational, knowledge and environmental collaboration and exchange;
- create people to people connections and community involvement;
- are appropriately resourced;
- are governed by appropriate structures and mechanisms;
- reflect mutual capacity and interest from both cities;
- create clear value for communities, that can be effectively communicated;
- are time-bound and regularly evaluated.

Proposed Sister City relationships can be assessed by answering questions under four domains: strategic fit, impact, deliverability, and social licence. A weighting is given to each question, resulting in an overall score.

Lastly, the investigations undertaken to answer these questions should inform whether the relationship is viable in the long-term.

A final check should be performed to ensure that the requirements of City of Adelaide’s Sister City and International Arrangements Policy are met.

**This report was prepared by  
Adelaide University for the City of  
Adelaide.**

Suggested citation: Dinmore, H., Lee, B.  
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Published April 2026

## Community Wellbeing Strategy 2026-2030

Strategic Alignment - Our Community

Public

Tuesday, 2 June 2026

City Community Services and  
Culture Committee

**Program Contact:**

Jennifer Kalionis, Associate  
Director City Culture

**Approving Officer:**

Jo Podoliak, Director City  
Community

## EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval of the Community Wellbeing Strategy – *A Place to Thrive* (2026-2030), which incorporates feedback from stakeholders and the community.

The draft Strategy is a deliverable of the Strategic Plan 2024-2028. Implementation of the Strategy will support city population growth targets by ensuring our city remains a place where people can thrive at every stage of life.

On 10 February 2026, Council endorsed the draft Strategy for public consultation, open for four weeks from 18 March to 13 April 2026. A summary of the public consultation is provided in **Attachment A**.

In total across 2025 and 2026, 368 people were engaged across all public consultation methods, including stakeholder workshops.

Feedback received from the public consultation revealed strong community support for the goals and priorities identified in the draft Strategy.

Key themes arising from the public consultation include:

- Inclusion, belonging and connection
- Green spaces, play and recreation
- Community facilities and social infrastructure
- Arts, culture and lifelong learning
- Affordability and inclusive access
- Transport access and active mobility
- Youth spaces and expression
- Volunteering, neighborhood support and resilience
- Safety and night-time comfort
- Community-led, co-designed and partnered Initiatives.

The public consultation feedback indicates strong alignment with key government and non-government agencies, including the Department of Human Services (SA), Resilient Ready, COTA SA, Heart Foundation and Welcoming Australia.

The draft Strategy (**Attachment B**) has been updated to incorporate the feedback from public consultation and is now being presented to Council for adoption.

# RECOMMENDATION

The following recommendation will be presented to Council on 9 June 2026 for consideration

## THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Notes the Community Wellbeing Strategy 2026-2030, public consultation summary report as contained in Attachment A to Item 7.4 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
  2. Adopts the Community Wellbeing Strategy 2026-2030, contained in Attachment B to Item 7.4 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
  3. Rescinds the Active City Strategy 2013-2023, noting that components have been updated and included in the Community Wellbeing Strategy 2026-2030.
  4. Notes the Year One Implementation Plan, contained in Attachment C to Item 7.4 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.
  5. Authorises the Chief Executive Officer or delegate to make minor typographical or syntactical updates to the documents as contained in Attachment B to Item 7.4 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026 to finalise the document.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b> An interesting and engaging place to live, learn and visit. An inclusive, equitable and welcoming community where people feel a sense of belonging.
Policy	The Community Wellbeing Strategy 2026-2030 will replace the Active City Strategy 2013-2023. This strategy has organisation-wide application and contains clear linkages to, and supports the delivery of, outcomes identified within other organisational policies including the City Plan, the Integrated Transport Strategy and the Cultural Policy.
Consultation	Consultation was undertaken from 18 March to 13 April 2026. A summary of the public consultation is provided in <b>Attachment A</b> .
Resource	Not as a result of this report.
Risk / Legal / Legislative	Not as a result of this report.
Opportunities	The draft Community Wellbeing Strategy clarifies Council's role in supporting community wellbeing, identifies current and emerging challenges and details clear actions.
25/26 Budget Allocation	The City of Adelaide's community wellbeing response was supported in 2025/26 by an operational budget. An additional strategic budget allocation was allocated for \$50,000 for the Positive Ageing Pilot Program.
Proposed 26/27 Budget Allocation	The Strategy in Year 1 will be funded from existing operational budget allocations. Budget allocation for delivery of the Strategy is subject to the Annual Business Plan and Budget process for prioritisation by Council.
Life of Project, Service, Initiative or (Expectancy of) Asset	The Community Wellbeing Strategy is a four-year strategy to be delivered from 2026/27 to 2029/30.
26/27 Budget Reconsideration	Relevant areas of the 2026/27 City Culture Budget will be realigned to deliver the Community Wellbeing Strategy in its first year, estimated at an investment of \$310,000.
Ongoing Costs	Ongoing costs in outer years are scalable depending on Council's Strategic Priorities and the Annual Business Plan and Budget. An annual implementation plan will detail the phased priorities as programs and projects are mapped out.
Other Funding Sources	The Strategy identifies areas of community need which prioritises the opportunity to seek out grant funding to achieve outcomes.

## DISCUSSION

1. The purpose of the draft Community Wellbeing Strategy (2026-2030) is to support a welcoming, safe and connected community that enables people to be involved in and shape their community, supports active and healthy lives, and be resilient in the face of economic, geopolitical and environmental challenges.

### Background

2. At its meeting on 14 November 2023, Council approved the development of a Community Development Strategy and implementation plan to support the delivery of an impactful community development approach in this term of Council.
3. At its meeting on 13 February 2024, Council noted the Community Development Discussion Paper ([Link 1](#)), which identified key challenges that the CoA needs to consider to support residents to be well and living connected lives as members of a diverse community and support the population growth target of 50,000 residents by 2036.
4. On 10 February 2026, Council endorsed the draft Community Wellbeing Strategy for public consultation ([Link 2](#)). The draft Strategy was developed through key stakeholder engagement and research undertaken in 2025 with the Centre for Social Impact, Flinders University.

### Public consultation summary

5. Public consultation on the draft Strategy was open for four weeks from 18 March to 13 April 2026, with a focus on in-person engagement to ensure we heard from a wide range of people, particularly those who are harder to reach (young people, families with children).
6. During the consultation period, a total of 235 people were directly engaged and of those 156 provided feedback through face-to-face conversations with City of Adelaide staff. Public consultation highlights included:
  - 6.1. 117 community members engaged face-to-face
  - 6.2. 39 sector stakeholders engaged face-to-face
  - 6.3. 38 online survey responses received via Our Adelaide
  - 6.4. Nine written submissions received from community organisations and stakeholders, including COTA SA, Resilient Ready, Heart Foundation, Walking SA, Working Women's Centre, Minus18, Men's Arabic Speaking Association, Department of Human Services and Welcoming Australia
  - 6.5. 272 Draft Community Wellbeing Strategy downloaded from Our Adelaide portal
  - 6.6. 12,890 people reached across social media channels
  - 6.7. 19,473 notified electronically via CoA newsletters and distribution lists.
7. A public consultation summary report is provided in **Attachment A**.

### Public consultation results

- 7.1. Online survey responses demonstrated strong overall support for the draft Strategy goals and priorities. Over 80% of survey respondents expressed strong agreement/agreement with all the proposed draft Strategy goals.
- 7.2. Online survey responses demonstrated the highest agreement with the following priorities:
  - 7.2.1. Ensure community centres and libraries are accessible, well-equipped and responsive to community needs
  - 7.2.2. Facilitate healthy environments that support physical, social and mental wellbeing
  - 7.2.3. Foster connected, resilient and thriving neighbourhoods
  - 7.2.4. Recognise and support the contribution of volunteers.
- 7.3. Thematic analysis of the qualitative survey responses, in-person engagement insights and stakeholder written submissions, reinforced the quantitative survey findings, highlighting shared priorities for community wellbeing, including:
  - 7.3.1. Inclusion, belonging and connection
  - 7.3.2. Green spaces, play and recreation
  - 7.3.3. Community facilities and social infrastructure

- 7.3.4. Volunteering, neighbourhood support and resilience
- 7.3.5. Safety and night-time comfort
- 7.3.6. Community-led, co-designed and partnered initiatives.

### How feedback has shaped the draft Community Wellbeing Strategy

- 8. Feedback received during public consultation informed changes and additions to the draft Strategy, detailed in [Link 3](#). Key updates include:
  - 8.1. Goal One, Priority Three - wording updated to include newly arrived people based on feedback received during the public consultation, in which people expressed a sentiment that being welcome and connected was important to everyone. This aligns with data showing that 45 per cent of our residents were born overseas and reflects the role of the Capital City.
  - 8.2. Goal Four: *People can adapt and recover* - updated to *People are resilient*. It was felt that this was a clearer description and more aligned with the goal statement.
  - 8.3. Goal Six, Priority Three - revised to include a reference to healthy streets to align with the City Plan, Integrated Transport Strategy and public consultation feedback calling for a focus on safer, more people-oriented streets that support active travel.
  - 8.4. Inclusion of a Public Health Snapshot and rationale - to help us apply a “health-in-all” policies lens and prepare for our next Regional Public Health Plan due for delivery in 2027.
- 9. Clear roles have been defined for Council and include:
  - 9.1. Deliver – Plan, deliver and fund services, programs and projects
  - 9.2. Facilitate – Assist others to undertake activities by bringing interested parties together
  - 9.3. Partner – Work with other stakeholders to achieve shared goals
  - 9.4. Educate – Share learning to support broader understanding and action
  - 9.5. Advocate – Promote the interests of our communities to influence decision makers
  - 9.6. Regulate – Regulate activities through local laws and legislation.

### Draft Community Wellbeing Strategy

- 10. The draft Strategy is provided in **Attachment B**. The draft Strategy includes six goals:
  - 10.1. Goal 1: People feel welcome and connected
  - 10.2. Goal 2: People are active and healthy
  - 10.3. Goal 3: People can shape their community
  - 10.4. Goal 4: People are resilient
  - 10.5. Goal 5: People keep learning throughout their lives
  - 10.6. Goal 6: People feel safe where they live, work and spend time.
- 11. Each goal includes:
  - 11.1. A statement that defines the meaning and intention of the goal
  - 11.2. Three priorities

### Implementation Plan

- 12. The draft Strategy is supported by a Year One Implementation Plan, (**Attachment C**) which outlines the key actions proposed for delivery in 2026/27 to progress the Strategy’s objectives and priorities.
- 13. Subsequent annual implementation plans will be developed ahead of each financial year to ensure actions remain responsive to emerging priorities, resourcing considerations and the evolving operating environment.
- 14. This staged approach supports Council’s nimble and proactive delivery of the Strategy, enabling alignment between the Strategy’s long-term objectives, the annual Business Plan and Budget process, and the delivery of key strategic outcomes.
- 15. This strategy has organisation-wide application and contains clear linkages to, and supports the delivery of, outcomes identified within other organisational policies including the City Plan, the Integrated Transport Strategy and the Cultural Policy

### Next Steps

16. Pending Council adoption, the draft Community Wellbeing Strategy 2026-2030 will be finalised and made public on the City of Adelaide website.
17. Implementation of the outcomes sought in the Strategy will commence.
18. Annual strategic reporting will summarise how well we have delivered in line with the Monitoring and Learning Framework outlined in the draft Strategy.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Community Development Discussion Paper, 2024

**Link 2** – Council Meeting – Recommendation of the City Community Services and Culture Committee 10 February 2026

**Link 3** – Annotated version of the draft Community Wellbeing Strategy

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## ATTACHMENTS

**Attachment A** – Community Wellbeing Strategy Public Consultation Summary Report

**Attachment B** – Community Wellbeing Strategy 2026-2030

**Attachment C** – Community Wellbeing Strategy 2026-2030 - Year One Implementation Plan

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- END OF REPORT -

Draft Community Wellbeing Strategy

## Public Consultation Report

June 2026

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# 1. Background

The purpose of the draft Community Wellbeing Strategy is to build a welcoming, safe and connected community that enables people to be involved in and shape their community, supports active and healthy lives, and be resilient in the face of change.

On 10 February 2026, Council endorsed the draft Community Wellbeing Strategy for public consultation. The draft Strategy was developed through key stakeholder engagement and research conducted in 2025 with the Centre for Social Impact, Flinders University. **133 people** were engaged in 2025 during this initial phase of Strategy development ([Attachment B Public Consultation Summary Report.pdf](#)).

Between Wednesday 18 March and Monday 13 April 2026, public consultation was undertaken on the draft Community Wellbeing Strategy. A range of in-person and online methods were used to ensure engagement with a wide range of community members. Engagement opportunities were widely promoted via City of Adelaide promotional channels, including online and printed materials. During this phase of public consultation, we engaged with 235 people, bringing the total number of people actively engaged in this project to **368**.

This report provides insight into feedback received during the 2026 public consultation on the draft Community Wellbeing Strategy. A thematic analysis is provided outlining how community feedback was incorporated into the final Community Wellbeing Strategy.

# 2. Community Engagement Snapshot

How we Engaged			
<b>235</b> Community members directly engaged	<b>117</b> Community members engaged face-to-face	<b>39</b> Sector stakeholders engaged face-to-face	<b>38</b> Survey responses via Our Adelaide
Feedback Received			
<b>9</b> Community organisations and stakeholders' submissions	<b>272</b> Draft Community Wellbeing Strategy downloaded from Our Adelaide portal	<b>19,000+</b> Notified via CoA newsletters and distribution lists	<b>12,000+</b> reached across 13 social media posts across three channels (Instagram, Facebook, LinkedIn)



### 3. How We Engaged

Engagement Activity	Engagement Channel	Engagement Audience	Engagement Date(s)	People engaged
Our Adelaide Survey	Online	General community	Wednesday 18 March to Monday 13 April	<b>38</b>
Public Consultation Sessions	Online	General community	Tuesday 24 March, Wednesday 1 April and Thursday 2 April	<b>3</b>
	In-person	Fringe Vibes on Hutt Street audiences	Saturday 21 March	<b>46</b>
	In-person	Art Gallery of SA Neo Teen Takeover audiences	Saturday 11 April	<b>68</b>
	In-person	General community	Wednesday 25 March	<b>3</b>
Stakeholder Meetings and Forums	In-person	Local Government Association South Australia SA Rainbow Advocacy Alliance Park Lands Lessees and Clubs Forum City Volunteer Managers Network KYAC Preventive Health SA	Tuesday 24 February Tuesday 10 March Monday 23 March Wednesday 25 March Tuesday 14 April Thursday 23 April	<b>39</b>
Submissions	Written	COTA SA Department of Human Services (DHS), SA Gov Heart Foundation Men’s Arabic Speaking Association Minus 18 Resilient Ready Walking SA Welcoming Australia Working Women’s Centre	March-April	<b>9</b>
Internal Consultation Sessions	In-person	Adelaide Central Market Authority (ACMA), Social Planning, City Experience, City Safety, City Culture, Community Lifestyle, Low Carbon & Circular Economy. Traffic & Transport	March and April sessions	<b>29</b>
<b>Total Community Members Engaged</b>				<b>235</b>

## Community Engagement Promotions

Promotional Channel	Details	Target Audience	Audience Reached
Draft Community Wellbeing Strategy Consultation Social Media promotions (Facebook, Instagram and LinkedIn)	Campaign delivered 19 March – 13 April	CoA community	<b>12,890</b> reached <b>16,540</b> impressions <b>121</b> engagements (likes/comments) <b>90</b> clicks
Direct EDM - Draft Community Wellbeing Strategy Consultation Opportunity	Distributed 18 March & distributed 10 April – last chance to provide feedback	Community wellbeing sector leaders	<b>304</b> recipients 47% open rate, 9% clicked <b>257</b> recipients 45% open rate, 4% clicked
Our Adelaide electronic newsletter (article)	Distributed 19 March	CoA community	<b>11407</b> recipients 37.8 open rate, 0.9 clicked
Wellbeing in the City electronic newsletter (article)	Distributed 31 March	CoA community	<b>3151</b> recipients 53.5% open rate, 3.6% clicked
Art in the City electronic newsletter (article)	Distributed 7 April	CoA creative community	<b>4013</b> recipients 28% open rate, 4.3% clicked
Our Community electronic newsletter (article)	Distributed 10 April	CoA Residents	<b>6530</b> recipients 41% open rate, 2.8% clicked
2024/25 Community Impact Grant Recipients – (mailout)	Contacted 30 March	Grant recipients	<b>43</b> recipients
City of Adelaide Volunteers (mailout)	Contacted 1 April	Volunteers	<b>287</b> recipients
Ageing Well Program (mailout)	Contacted 30 March	Older community members	<b>268</b> recipients
Posters placed in community centres and libraries	18 March Onwards	CoA community	N/A





<p><b>Goal 3. People can shape their community</b>  <i>We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them</i></p>	<b>88%</b>
Partner with the community to co-design services and programs	<b>84%</b>
Foster community leadership and capacity building	<b>82%</b>
Establishing a lived-experience workforce	<b>76%</b>



Ageing community leadership

<p><b>Goal 4. People can adapt and recover</b>  <i>We will strengthen people’s ability to respond to challenges, support each other during difficult times, and build long-term resilience.</i></p>	<b>82%</b>
Foster connected, resilient and thriving neighbourhoods	<b>95%</b>
Recognise and support the contribution of volunteers	<b>95%</b>
Increase access to safe, nutritious and affordable food	<b>87%</b>



<p><b>Goal 5. People keep learning throughout their lives</b>  <i>We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.</i></p>	<b>88%</b>
Celebrate diverse cultures and artistic expression in the community	<b>92%</b>
Encourage creativity and resourcefulness through making and repairing	<b>89%</b>
Build skills and provide resources to engage in a digital world	<b>76%</b>





The Our Adelaide online survey also included the question: “**What Council services, or projects currently support your wellbeing?**” The word cloud below represents a summary of the 25 comments received, highlighting that the community values City of Adelaide’s community and social infrastructure, the Adelaide Park Lands as well as community services, including volunteering and community grants.



## 4.2 Stakeholder Meetings and Forums Findings

Stakeholder/s	Session summary	How this feedback has been addressed in the Community Wellbeing Strategy
Park Lands Lessees and Clubs Forum	<p>The Sport and Recreation Forum brought together representatives from sporting clubs and lessees of City of Adelaide owned facilities to explore the role of sport and recreation in strengthening community wellbeing.</p> <ul style="list-style-type: none"> <li>• While participants brought an operational and delivery-focused perspective, their insights strongly aligned with themes identified across earlier consultations, reinforcing the central role of inclusion, accessibility and everyday participation in a thriving city.</li> <li>• Participants described a thriving City of Adelaide as one where incidental, informal and low-commitment recreation is embedded into everyday life, alongside more structured sporting opportunities.</li> <li>• Recreation was consistently framed as participation-led rather than performance-driven, with particular emphasis on enjoyment, social connection and accessibility for children, families, older people and culturally diverse communities. Importantly, wellbeing was understood to extend beyond players to include spectators, siblings, volunteers and the broader social networks that form around sport (e.g. grandparents, visitors).</li> <li>• Barriers to wellbeing were largely structural. High and rising costs, competition for space and volunteer burden were significant concerns. However, one of the strongest and most consistent messages was the importance of quality, well-maintained and accessible community recreation infrastructure. Participants highlighted that outdated amenities, poor lighting, limited toilets, inadequate shade and unclear wayfinding diminish participation and undermine inclusion. These insights reinforced findings in earlier stakeholder forums that infrastructure quality is foundational to wellbeing outcomes across the city, regardless of whether spaces are used for formal sport or informal recreation.</li> <li>• Participants identified practical opportunities to strengthen connection and wellbeing by improving the adaptability and visibility of existing assets. These included shared and flexible use of</li> </ul>	<p>Community Wellbeing Strategy includes Goal 2: People are active and healthy. Feedback provided at the session directly shaped the Action Plan that will deliver on this Strategy Goal.</p>

facilities, equipment libraries to support spontaneous activity, and improved signage and communication. Examples of adapted low-commitment sport formats illustrated how traditional sports are already responding to time-poor citizens and changing participation preferences.

- The forum provided strong confirmation that sport and recreation contribute to community wellbeing most effectively when they are inclusive, visible, adaptable and supported by high-quality infrastructure, reinforcing and extending the strategy areas identified through earlier stages of the Community Wellbeing Strategy development.
- The forum feedback reinforced a consistent message across the Community Wellbeing Strategy consultations: wellbeing is supported when everyday recreation is normalized, low-pressure and inclusive. This alignment of sporting organizations with broader community perspectives strengthens the case for CoA action that supports both formal and informal recreation together, rather than privileging one over the other. Embedding incidental activity into city life supports physical health, social connection and equitable access to wellbeing opportunities for diverse populations.
- Participants also expressed that infrastructure quality and accessibility are foundational to wellbeing outcomes, regardless of whether spaces are used for formal or informal recreation. Poor amenities disproportionately affect women, families, older people and people with disability, reinforcing inequities. Addressing these barriers is essential to realising the Strategy's goals around inclusion, safety and active participation and to ensuring that investments in programs and activation deliver sustained benefit.
- Relatively small changes in design, communication and facilitation can significantly broaden access to wellbeing opportunities. Enabling flexible use of spaces, improving visibility and supporting innovation allows council to act as an enabler of community-led wellbeing, maximising the return on existing infrastructure and partnerships.

City Volunteer Managers Network	<p>Volunteer Wellbeing Discussion around the following themes:</p> <p>Seasonal planning challenges:</p> <ul style="list-style-type: none"> <li>• High activity during festival season (Nov–Mar).</li> <li>• Need for more consistent, year-round planning and volunteer support during less busier months.</li> </ul> <p>Transport barriers:</p> <ul style="list-style-type: none"> <li>• Challenges for volunteers accessing the CBD.</li> <li>• Safety concerns for older volunteers using public transport and travelling to/from car parks.</li> <li>• Examples:</li> <li>• Hutt Street Centre: transport limitations impact volunteer participation.</li> <li>• Adelaide Oval: subsidised parking supports volunteer access.</li> </ul> <p>Community connection opportunities:</p> <ul style="list-style-type: none"> <li>• University programs (peer support, English language support).</li> <li>• Meals on Wheels: clients seeking more social engagement opportunities.</li> </ul> <p>Health and wellbeing initiatives:</p> <ul style="list-style-type: none"> <li>• Trees for Life promotes active, healthy lifestyles and collaboration opportunities, particularly with students in environmental fields.</li> </ul> <p>Statewide transport challenges:</p> <ul style="list-style-type: none"> <li>• Identified as a broader issue affecting volunteering across metropolitan and regional areas.</li> <li>• SA Health acknowledged the need for advocacy and support.</li> </ul> <p>Safety in the city:</p> <ul style="list-style-type: none"> <li>• Concerns around lighting, noise, and safe travel at night.</li> <li>• Issues with public transport routes (e.g., City Loop bus).</li> <li>• Exploration of alternatives such as e-scooters and improved bike security</li> </ul>	Feedback considered as part of the Community Wellbeing Strategy Action Plan.
KYAC Pipeline Meeting	<ul style="list-style-type: none"> <li>• Heard from Kaurna Elders about difficulty in getting into the city and barriers to city parking</li> <li>• Need to make things more accessible to Aboriginal community. There is currently no dedicated space for First Nations communities. Example from interstate with space for lockers, space to meet, and have a cup of tea.</li> </ul>	Feedback considered as part of the Community Wellbeing Strategy Action Plan.

	<ul style="list-style-type: none"> <li>• Traditional spaces were Elder Park and Victoria Square. Cultural Centre and Women's Council merged and set up a community centre - became a health service.</li> <li>• Elders shared feeling like fringe dwellers on their own Country and the need to address legacies of the past including the impact of colonialism on Kurna people. Truth telling opportunities are needed.</li> <li>• Recommendation for a meeting place for Kurna (KYAC), "A Place to call Home". This project could include opportunities for truth telling, storytelling, job creation and social cohesion.</li> </ul>	
Local Government Association South Australia	<ul style="list-style-type: none"> <li>• Regional Public Health Plan (RPHP), legislated under the SA Public Health Act, and CoA implementation approach in 2026/2027.</li> </ul>	Feedback and resources noted for development of the City of Adelaide Public Health Plan in 2026/2027
SA Rainbow Advocacy Alliance	<ul style="list-style-type: none"> <li>• This meeting focused on current and emerging needs of LGBTQIA+ young people in Adelaide, with particular emphasis on safe spaces, sustainability of long-term initiatives, and opportunities for partnership with the City of Adelaide.</li> <li>• LGBTQIA+ Youth Activities and Drop-in Spaces: longstanding success of LGBTQIA+ youth drop-in activities (including bingo and social programs) over a 15-year period, noting sustained and growing demand. Key challenges include the cost and logistics of running drop-ins as community events, lease affordability, and the unsuitability of membership models when working with minors. Sustainability depends on stable funding, established youth workers, and a clear legacy model.</li> <li>• A dedicated PRIDE Centre presents a strategic but complex opportunity. Benefits would include: <ul style="list-style-type: none"> <li>○ A free, safe and private hub for unfunded and grassroots community groups</li> <li>○ Co-location of services to enable collaboration and efficiency</li> <li>○ A visible public-facing element (e.g. café or bookshop) to increase accessibility and normalisation</li> <li>○ Back-of-house offices and private spaces for support services</li> </ul> </li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.

	<ul style="list-style-type: none"> <li>○ The Victorian Pride Centre (St Kilda, established ~5 years ago) was cited as a successful model, particularly for its role in fostering collaboration and gender-inclusive design (e.g. bathrooms). Potential partnership opportunities were discussed. It was agreed there is value in investigating City-based community spaces for priority groups and establishing a partnership between CoA and SARAA to explore possible locations.</li> <li>● Sport and Physical Activity SARAA is leading a co-design project focused on inclusive physical activity, partly in response to the social media ban affecting young people's connection. There is strong interest in grassroots, queer-led, non-competitive sports (e.g. swimming, rugby) that prioritise social connection over competition. Opportunities exist to work with mainstream sporting organisations and to share City consultation opportunities with Edwin and SARAA.</li> <li>● State of Pride and Safety Increasing reports of hate and discrimination against LGBTQIA+ people, reinforcing the importance of visible inclusion, safe spaces, and community infrastructure.</li> </ul> <p>Key Takeaways for CoA</p> <ul style="list-style-type: none"> <li>● Strong unmet and ongoing demand for LGBTQIA+ youth spaces and programs</li> <li>● Need for sustainable, non-membership-based models for youth engagement</li> <li>● Strategic potential of a PRIDE Centre as a collaborative community hub</li> <li>● Opportunities for partnership with SARAA on space exploration, consultation, and inclusive physical activity initiatives</li> <li>● Rising hate and discrimination underscores the urgency of wellbeing, safety and inclusion actions</li> </ul>	
Preventive Health SA	<ul style="list-style-type: none"> <li>● Meeting covered Preventive Health SA priorities including consolidation of First Nations grants, mental health and suicide prevention, and partnership approaches such as wellbeing hubs with opportunity for the City of Adelaide to provide input at upcoming community consultations.</li> </ul>	The Community Wellbeing Strategy identifies Partner as a key Council role to maximise community wellbeing outcomes for the community. This includes

	<ul style="list-style-type: none"> <li>• Discussion highlighted cultural leadership, gaps for First Nations communities, and opportunities to strengthen queer initiatives, cultural determinants of health, and cross-government collaboration.</li> </ul>	ongoing communication and collaboration with State Government agencies as part of the delivery of the Strategy.
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### 4.3. Written Submissions Summary

Organisation	Written Submission Summary	How this feedback has been addressed in the Community Wellbeing Strategy
COTA SA	<ul style="list-style-type: none"> <li>• Consider a dementia-inclusive city</li> <li>• Age-friendly and accessible housing</li> <li>• Explore Australia Government Disaster Relief Funding to expand support for vulnerable communities during extreme heat.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan. Accessible housing is primarily addressed in the CoA Housing Strategy.
Resilient Ready	<ul style="list-style-type: none"> <li>• Congratulates City of Adelaide’s focus on social capital and social infrastructure as core components of wellbeing. This is an opportunity for Adelaide to lead nationally and internationally.</li> <li>• Importance of measuring community strength, identifying vulnerable neighborhoods, and how social connections influence positive outcomes during disruption.</li> <li>• Without this, governments are forced into reactive responses rather than proactive planning.</li> <li>• Social capital and social infrastructure measurement will enable targeted investment, disaster preparedness and recovery, loneliness and social isolation reduction, ageing and health outcomes, economic productivity, urban planning effectiveness.</li> <li>• Resilient Ready suggested mechanisms to include measurement indicators including social capital mapping across the Strategy Goals.</li> <li>• City Plan alignment opportunities and improvements through the introduction of a social capital index to provide a more holistic picture of the city that includes physical infrastructure and human connection.</li> <li>• Proposed implementation of a measurement approach to support disaster resilience, social cohesion, health and wellbeing and economic prosperity.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.

Heart Foundation	<ul style="list-style-type: none"> <li>• Opportunity to recognise, strengthen and support structured, place-based walking initiatives as key delivery mechanisms for wellbeing outcomes.</li> <li>• Enable active transport/movement</li> <li>• Embed a health-lead planning approach to support community wellbeing and improve health outcomes.</li> <li>• Consider an action to create environments that support healthy eating.</li> <li>• Suggestions about community wellbeing indicators that could strengthen the Community Wellbeing Strategy monitoring framework including: <ul style="list-style-type: none"> <li>○ Participation in community walking programs</li> <li>○ Perceptions of walkability and safety, tracked separately for transport and recreation</li> <li>○ Perceptions of cycling safety</li> <li>○ Access to key destinations including outlets selling healthy food within a 10-minute walk</li> </ul> </li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.
Walking SA	<ul style="list-style-type: none"> <li>• Strong support of the Draft Strategy's focus on social connection, inclusion, prevention and access to low-cost community participation.</li> <li>• Suggestion to more clearly position walking essential public infrastructure and a core wellbeing investment.</li> <li>• Council has an important role in ensuring safe, comfortable and appealing environment for walkability for leisure and transport.</li> <li>• Safe and comfortable walkable access enhances opportunities for community connections, physical health and equitable access for all.</li> <li>• Walking should be highlighted in the strategy as a primary contributor to wellbeing outcomes, including chronic disease and mental health prevention and support, loneliness and social isolation reduction, independence support for older people and people with disability, transport cost reduction and climate resilience and liveable neighborhoods support.</li> <li>• Opportunities for this Strategy to prioritise street connectivity and crossing safety, footpath quality, width and continuity, lighting, shade and passive surveillance, seating, rest points and accessibility features.</li> <li>• Suggestion to include walking-related indicators to support accountability and continuous improvement. Walking SA recommends to monitor: <ul style="list-style-type: none"> <li>• Participation in walking (transport and leisure)</li> <li>• Perceived walking safety and comfort</li> </ul> </li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.

	<ul style="list-style-type: none"> <li>• Access to everyday destinations within walking distance</li> <li>• Walking participation among priority populations.</li> </ul>	
Working Women's Centre	<ul style="list-style-type: none"> <li>• Support of the priority "Implement initiatives that prevent gender-based violence and support survivors."</li> <li>• Consider workplaces as site for prevention i.e. in-depth workplace training to build skills in bystander intervention and support local businesses to undertake Sexual Harassment Prevention Training with their staff.</li> <li>• Working Women's Centre current funding can offer training free of charge to eligible small to medium businesses.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.
Minus 18	<ul style="list-style-type: none"> <li>• Importance of COAs Community Grants Program</li> <li>• Support the priority groups approach of the Strategy, particularly given the barriers to wellbeing that priority groups such as LGBTQIA+ and Young People currently experience.</li> <li>• Community partnerships to strengthen the co-design approaches</li> <li>• Consider highlighting discrimination and harassment impacting gender diverse communities as part of Goal six.</li> <li>• Consider visible inclusion initiatives and campaigns could reinforce safety and belonging across public spaces.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.
Men's Arabic Speaking Association	<ul style="list-style-type: none"> <li>• Arabic-speaking men remain an underserved group despite facing compounding barriers including language, cultural stigma, financial stress, and trauma.</li> <li>• Opportunity for the Strategy to explicitly recognise male-focused, culturally safe mental health programs as a priority area.</li> <li>• Long-term investment in community-led organisations that already hold the trust of priority groups will be more effective than expanding mainstream services alone.</li> <li>• Prevention works best when it comes from within the community.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.
Department of Human Services (DHS), State Gov	<ul style="list-style-type: none"> <li>• Overall support for this timely and well-considered framework for strengthening community wellbeing in the city.</li> <li>• Recommendation to strengthen link between goals, actions and priority groups (cohorts)</li> <li>• Supports alignment with Stretch RAP and recommends further clarity regarding actions and shared leadership structures to ensure Aboriginal voices have real influence.</li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.

	<ul style="list-style-type: none"> <li>• Recommendations for consideration as part of the delivery of the Strategy Goals.</li> </ul>	
Welcoming Australia	<ul style="list-style-type: none"> <li>• The organisation commends Council for its strong commitment to inclusion, participation, and social connection, reflected in the vision of “a vibrant, connected and inclusive city”.</li> <li>• The organization offered reflections and recommendations to strengthen the Strategy, with a particular focus on leadership, positive storytelling, international student welcome, and the role of Welcoming Cities accreditation. <ul style="list-style-type: none"> <li>• Recommendation to embed a clear statement within the Strategy recognising civic leadership as a core lever for social cohesion, alongside service delivery and programmatic responses.</li> <li>• Recommendation to include a dedicated focus on positive community storytelling as a mechanism to strengthen belonging and social cohesion, In addition council should also ensure it’s photo library represents the diversity of the community. Recommendation to consider: <ul style="list-style-type: none"> <li>○ A formal civic welcome message (e.g. from the Lord Mayor)</li> <li>○ A coordinated “welcome to Adelaide” experience</li> <li>○ Storytelling that highlights international students as contributors, leaders and community members</li> </ul> </li> <li>• Recommendation: City of Adelaide undertake Welcoming Cities Accreditation as part of the Strategy’s implementation and monitoring framework, aligning with the Strategy’s commitment to monitoring and learning.</li> </ul> </li> </ul>	Feedback incorporated into the Community Wellbeing Strategy Action Plan.

## 5. Public Consultation Thematic Analysis

A structured thematic analysis was undertaken on 345 qualitative responses from surveys, in-person engagement activities and stakeholder submissions. This analysis was designed to ensure that all feedback was captured consistently, and transparently.

All responses were consolidated into a single dataset and systematically reviewed. Each comment was coded into key themes and aligned to the Strategy's six goals, with consistent criteria applied across all engagement channels. Themes were then tested for strength based on how frequently they appeared and whether they were raised across multiple engagement activities. This approach ensures that the findings reflect broad community sentiment rather than isolated views.

The results of this thematic analysis support the quantitative survey results, demonstrating what matters most for the wellbeing of our community:

Theme	Number of comments on this theme
1. Inclusion, Belonging and Connection	77
2. Green Spaces, Play and Recreation	65
3. Community Facilities and Social Infrastructure	62
4. Arts, Culture and Lifelong Learning	47
5. Affordability and Inclusive Access	43
6. Transport Access and Active Mobility	41
7. Youth Spaces and Expression	36
8. Volunteering, Neighborhood Support and Resilience	30
9. Safety and Night-Time Comfort	29
10. Community-Led, Co-Designed and Partnered Initiatives	26

The following table presents the themes that emerged from the public consultation in order of highest priority. Sample comments are included for each theme, as well as an explanation of how the community feedback has been addressed in the final Community Wellbeing Strategy.

Theme	Number of comments	Sample Comments	How this feedback has been addressed in the final Community Wellbeing Strategy
1. Inclusion, Belonging and Connection	77	" Community connection - more community activities to encourage people to get together. Encourage multicultural in the community. Support activities in local libraries" - Hutt Street Fringe Vibes Event	Feedback informed Goal 1 and Strategy Action Plan for year one.
2. Green Spaces, Play and Recreation	65	"People need places to connect with each other in healthy ways, such as through sports facilities and playgrounds" - Our Adelaide Survey	Feedback informed Goal 2 and Strategy Action Plan for year one.
3. Community Facilities and Social Infrastructure	62	<p>"The libraries and community centres should receive optimal funding. Essential service." - Our Adelaide Survey</p> <p>"There should be some spaces available for groups to meet ad hoc for free, perhaps undercover but not enclosed? Shopping centres and larger cafes are as good as it gets in Adelaide." - Our Adelaide Survey</p>	Feedback informed Goal 6 and Strategy Action Plan for year one.
4. Arts, Culture and Lifelong Learning	47	"More culturally inclusive and interactive programs in libraries could help strengthen community connections, especially for international students and new arrivals who may still feel isolated even though the current system provides a general supportive environment. " - Our Adelaide Survey	Feedback informed Goal 5 and Strategy Action Plan for year one.
5. Affordability and Inclusive Access	43	"Adequately marketing these low cost events - I live in the city but miss out due to poor promotion" - Our Adelaide Survey	Feedback informed Community Wellbeing Strategy Action Plan for year one.

6. Transport Access and Active Mobility	41	"Agree (with Goal Six). The role of movement to improve mental well-being. We need to encourage walking and cycling instead of cars" - Our Adelaide Survey	Goal 6 of the Community Wellbeing Strategy revised to include priority "Promote healthy streets and environments that support physical, social and mental wellbeing" in line with the Integrated Transport Strategy.
7. Youth Spaces and Expression	36	" A good initiative, but inclusive participation approach was unclear how you will help to include queer young people in a meaningful way " - Our Adelaide Survey	<p>The Community Wellbeing Strategy includes a priority group approach. It recognises that communities experience different wellbeing challenges differently, often facing compounded barriers to wellbeing due to factors such as income, cultural background, language, disability, gender identity, and age.</p> <p>A priority groups approach will help Council address these gaps by prioritising investment to remove systemic barriers and create fairer outcomes for all. Lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual LGBTIQ+ are recognized a priority group in this Strategy.</p>
8. Volunteering, Neighbourhood Support and Resilience	30	"There is not social connection nowadays! Is almost impossible to know who your neighbor is? How sad is that? In order to adapt and recover people needs the right support. Overseas residents struggle with the sense of community and belonging....they are treated as strangers rather than local participants and active contributors." - Our Adelaide Survey	Feedback informed Goal 4 and Strategy Action Plan for year one.

9. Safety and Night-Time Comfort	29	<p>“Feeling safe is the first step to being able to engage with community and build strong connections” - Our Adelaide Survey</p> <p>“Gender-based violence, sure absolutely, but you need to include sexuality-based violence, violence associated with employment, and race-violence.” - Our Adelaide Survey</p>	Feedback informed Goal 6 and Strategy Action Plan for year one.
10. Community-Led, Co-Designed and Partnered Initiatives	26	<p>“Community initiatives could also be enabled through intentional connection of initiatives to maximise grant funding. Grant funding is limited, would be good to pool together and fund collaborative initiatives to further foster connection and use everyone's strengths” - Our Adelaide Survey</p> <p>“We strongly support increased grant funding — it enables trusted community organisations to reach priority groups that mainstream services cannot. Continued investment is essential.” - Our Adelaide Survey</p>	<p>Feedback informed Goal 1 and Strategy Action Plan for year one.</p> <p>The strategy also recognises Partner as a key Council role in community wellbeing across all the Strategy goals.</p>

Appendix A. Examples of Public Consultation Materials

# Strengthen community wellbeing

Help create a connected, active, inclusive and safe city for all.

We're asking for your feedback to finalise the Community Wellbeing Strategy to ensure it meets your needs for a thriving community within Adelaide and North Adelaide.

Share your feedback by  
10:00am Monday 13 April 2026.

Scan the QR code and share your ideas:



Our Adelaide

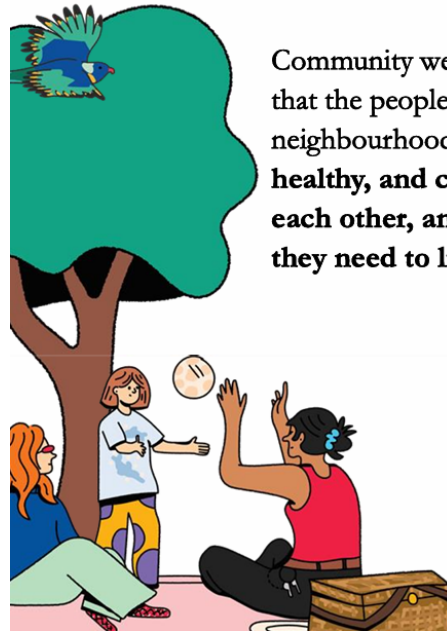
CITY OF ADELAIDE

Tell us what you think.  
[ouradelaide.sa.gov.au](http://ouradelaide.sa.gov.au)

# What supports your wellbeing?



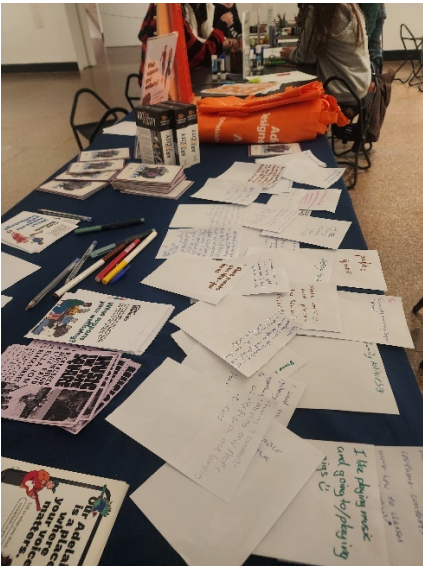
Community wellbeing means that the people in a neighbourhood or city **feel safe, healthy, and connected to each other, and have what they need to live good lives.**



## Appendix B. Community Engagement Activities Documentation



*Fringe Vibes on Hutt Street Event, Saturday 21 March 2026*



*Art Gallery of SA Neo Teen Takeover Event, Saturday 11 April 2026*

# Community Wellbeing Strategy 2026–2030

Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**



June 2026



CITY OF  
ADELAIDE

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## Our Cover Image

Giant Puppet KIRA (Kindness, Inclusion, Respect for All) in Adelaide. KIRA is a project of the South Australian Puppetry Network, facilitated by Felix Norgren (supported by the Swedish Arts Grants Committee) in partnership with Australian Migrant Resource Centre (AMRC). KIRA's launch was supported buy the City of Adelaide Community Grants.

Photo by: Dinuka Liyanawatte

# Kurna Acknowledgement

The City of Adelaide acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

City of Adelaide tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi). Kurna Miyurna yaiya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi.

Yalaka Kurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaiya miyurna iyangka yalaka ngadlu tampinhi.

Image: Spirit in Unity Welcome to Country Ceremony in the city's West End. Photo Lana Adams.j

# Lord Mayor's Foreword

The City of Adelaide's Community Wellbeing Strategy sets out our vision for creating a vibrant, connected and inclusive city, where people who live here and work here, and the many who visit, all experience a sense of place and belonging in a community.

At its heart, this Strategy is grounded in principles of empowerment, self-determination and social justice. It recognises that wellbeing is not something delivered to people, but something built with them, through inclusion, active participation, and strong partnerships across sectors and communities.

This Strategy prioritises investing in social infrastructure that brings people together: our community spaces, networks, services and shared experiences. In doing so we seek to strengthen our social capital because strong communities are built on strong relationships.

By focusing on people and place, we aim to build a city that can adapt, respond and thrive in the face of change, ensuring no one is left behind - building resilience in an increasingly complex world. Aiming for a population of 50,000 people by 2036, we have charted a course that builds resilience in people, harbours inclusiveness in community and strengthens connection to place, so that they do not become casualties of growth.

This Strategy also reflects our commitment to advancing a wellbeing economy, recognising that social, cultural and environmental outcomes are integral to economic growth that supports both current and future generations.

It is not a strategy we can implement alone. Delivering on the vision will require collaboration with our community, partnering across government, local organisations and businesses. It is only through collaborating and working together that we will create the right conditions for people to connect, contribute and thrive.

The City of Adelaide has long tradition of engendering public discourse and active participation in the affairs of the city, shaping the community at its heart.

I encourage you to read the strategy and identify your contribution to implementing it.



How we best take care of the place we call home, and how welcoming we make it for those who come to our city should be a shared commitment to participation and collective action.

A handwritten signature in blue ink, which reads "Jane Lomax-Smith". The signature is fluid and cursive.

**Dr Jane Lomax-Smith AM**

Lord Mayor

# Introduction

Adelaide/Tarntanya is the Capital City and the cultural, civic and commercial heart of South Australia. Built on the traditional lands of the Kurna people with a rich and deep Aboriginal heritage, the current layout of our city was designed by Colonel William Light in 1837. The plan for Adelaide proposed an inspired idea: an active city centre and an abundance of open space for our community with the River Torrens/Karrawirra Pari at its heart.

City of Adelaide is known for being progressive, resilient, bold and enterprising. The trailblazing Adelaide spirit has seen us withstand times of global social and economic disruption, and emerge with a reputation for being safe, liveable, walkable and green. As South Australia's economic centre, Adelaide is surrounded by the nationally listed Park Lands and is Australia's Festival Capital – the nation's first and only, UNESCO City of Music.

Located within a metropolitan region of 1.4 million people, we are a capital city of almost 30,000 residents with an ambition to grow toward 50,000 residents by 2036.

Our growing population will underpin our city's economic vitality and the need to support community wellbeing. To ensure success, we must: prioritise social

wellbeing; create inclusive and accessible spaces; facilitate learning and recreational experiences; foster community resilience and participation; and manage environmental sustainability.

Our city in the future will be a strong interconnected collection of unique neighbourhoods and precincts which offer diverse local experiences and that promote social connectivity by making sure our streets are lively and accessible, and putting people and nature first when we design our public spaces.

We aspire to strengthen Adelaide's reputation as one of the world's most liveable cities. We are leveraging our past and looking to the future to grow an exceptional Capital City that is vibrant, connected and inclusive and where people who live, work and visit are supported to thrive across all life stages.

Council invests in initiatives, programs, projects and partnerships that support the health and wellbeing of our community above and beyond our core public health responsibilities, such as waste management and food safety regulation.

## Our Vision

A vibrant, connected and inclusive city, where people who live, work and visit are supported to thrive across all life stages.

## Our Principles

- Empowerment, self-determination, inclusion, social justice, capacity-building, partnerships and active participation in civic life.
- Strengthen social capital and social infrastructure.
- Build resilience through people and place.
- Advance a wellbeing economy for current and future generations.

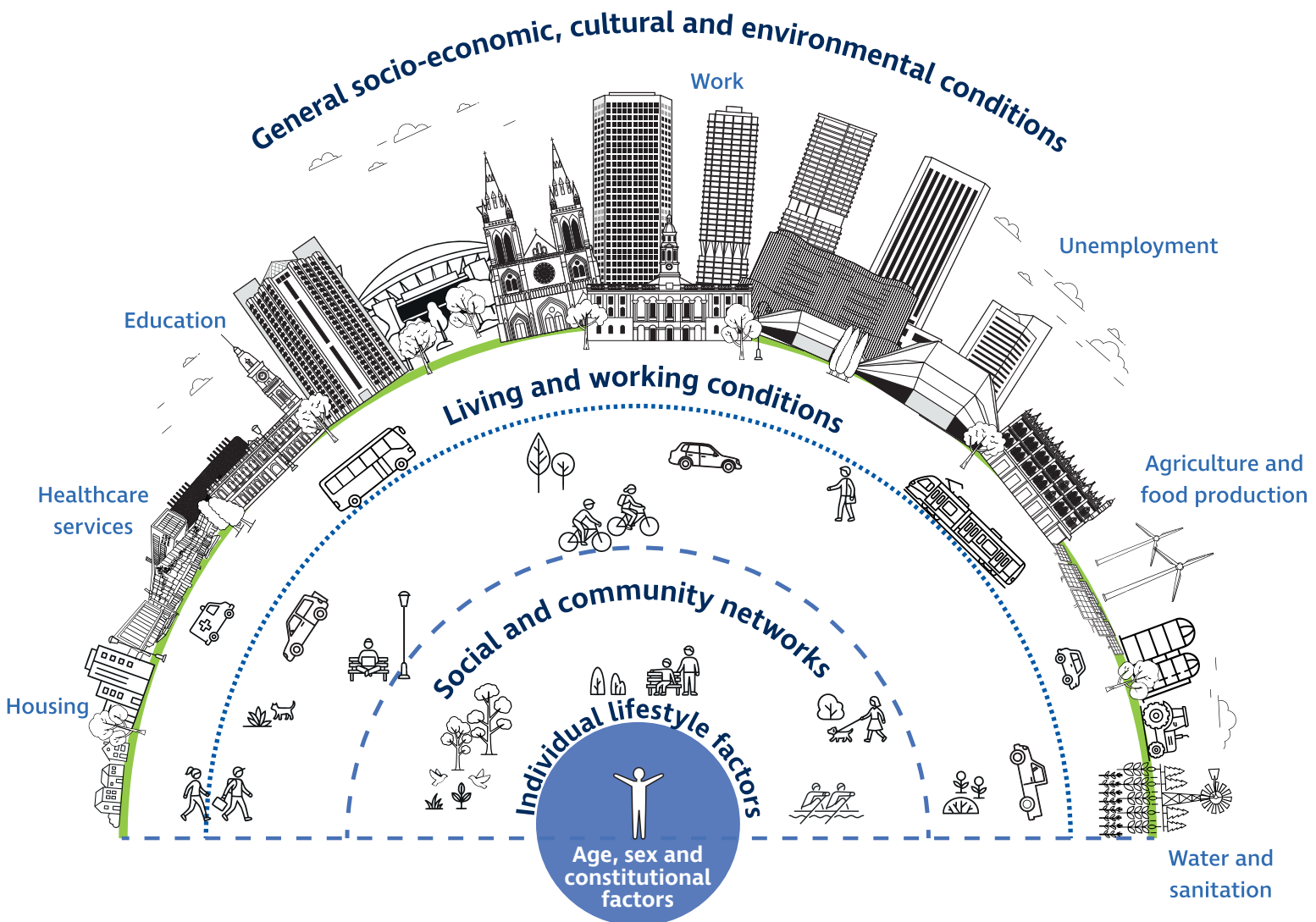
# Our Goals

The Strategy outlines six goals that reflect local government’s role in wellbeing and health, as well as the City of Adelaide’s unique population profile, opportunities and challenges.

Our goals will guide investment and action across all Council Services.

Our goals are:

- Goal One: People feel welcome and connected
- Goal Two: People are active and healthy
- Goal Three: People can shape their community
- Goal Four: People are resilient
- Goal Five: People keep learning throughout their lives
- Goal Six: People feel safe where they live, work and spend time.



SOURCE: Dahlgren and Whitehead (1991). Used with permission of the Institute for Futures Studies, Stockholm, Sweden. Citation: 'Appendix A: Models of Health Determinant'. Institute of Medicine.

# Defining Community Wellbeing

Community Wellbeing is a holistic concept reflected in the conditions that allow individuals, families, and groups to thrive. It spans social, environmental, economic, physical, mental, emotional, cultural and spiritual dimensions, and is linked to a sense of belonging and connection to the natural world.

Consultation feedback highlighted that, for Aboriginal and Torres Strait Islander peoples, definitions of wellbeing must recognise strong connections to country, community and culture. In response, this document also adopts the following definition from the National Aboriginal and Islander Health Organisation (1979).

"Aboriginal health does not (just) mean the physical wellbeing of an individual, but refers to the social, emotional and cultural wellbeing of the whole community ... Health care services should strive to achieve this (whole-of-life) state where every individual is able to achieve their full potential as human beings and must bring about the total wellbeing of their communities."

Wellbeing and health are closely linked. Our Strategy recognises this and has a focus on the social determinants of health, including:

1. Socioeconomic position – educational attainment, occupation and income
2. Early life – healthy physical development and emotional support
3. Social exclusion – social disadvantage and lack of resources, opportunity, participation and skills
4. Social capital – benefits obtained from the links that bind and connect people within and

between groups

5. Employment and work – participation in quality work is health-protective, instilling self-esteem and a positive sense of identity, while also providing the opportunity for social interaction and personal development.
6. Housing – safe – affordable and secure housing is associated with better health, which in turn impacts on people's participation in work, education and the community. It also affects parenting and social and familial relationships.
7. Residential environment – the residential environment has an impact on health equity through its influence on local resources, behaviour and safety. Communities and neighbourhoods that ensure access to basic goods and services are socially cohesive which promote physical and psychological wellbeing; and encourages protection of the natural environment.

The World Health Organisation (WHO) defines health as 'a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity' (WHO 1946). This definition recognises that health is multi-dimensional, and a person's health is linked to their wellbeing. For example, a person may have positive wellbeing in part, because they have good physical and mental health and timely access to quality, affordable health services and support.

# Our Role in Community Wellbeing

This Strategy has been developed in a time of change and uncertainty for our city and community – the post-pandemic environment, inflation forecasts, housing and cost of living crisis, social isolation, international democratic upheaval and climate change are all impacting our community. Over the next decade, our population is expected to grow and become more diverse. Health, wellbeing, equity and inclusion will continue to play important roles in supporting a changing population.

We also recognise that priority groups experience these challenges differently, often facing compounded barriers to wellbeing due to factors such as income, cultural background, language, disability, gender identity, and age. An awareness of intersectionality reminds us that these overlapping experiences can intensify disadvantage, meaning tailored and inclusive approaches are essential to ensure equitable outcomes for all.

The City of Adelaide recognises the important role we play as part of a wider community wellbeing and health ecosystem. We work with other levels of government, community organisations, and industry to shape our places and spaces, deliver programs and services, and support inclusive, thriving communities.

Through our policies, programs, partnerships and placemaking efforts, we can positively impact community wellbeing.

Our roles include:

## Deliver

Plan, deliver and fund services, programs and projects.

## Facilitate

Assist others to undertake activities by bringing interested parties together.

## Partner

Work with other stakeholders to achieve shared goals.

## Educate

Share learning to support broader understanding and action.

## Advocate

Promote the interests of our communities to influence decision makers.

## Regulate

Regulate activities through local laws and legislation.

Image: Super Cycle Sunday, Photo Cat Leo.



# Goals and Priorities

The Strategy's goals and priorities build on the strengths of our community while responding to local and global trends and feedback. Although each priority is aligned with a specific goal, they collectively support all goals. All goals and priorities are equally important, and the priorities are also connected to other Council strategies.

Goal	Statement	Priorities
<b>Goal One: People feel welcome and connected</b>	We will create opportunities for everyone to participate in community life, build strong connections and reduce isolation	Promote housing solutions that strengthen community wellbeing (Housing Strategy) Foster connection and inclusion for newly arrived people, including international students Enable community initiatives through grant funding
<b>Goal Two: People are active and healthy</b>	We will provide and support accessible spaces for participation in programs and events that encourage movement, play, and recreation for people of all ages, abilities and means	Promote inclusive participation through low-cost opportunities Maximise the availability and use of community facilities Support participation in physical activity for health and wellbeing
<b>Goal Three: People can shape their community</b>	We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them	Foster community leadership and capacity building Value and embed Lived and Living Experience Partner with the community to co-design services and programs
<b>Goal Four: People are resilient</b>	We will strengthen people's ability to respond to challenges, support each other during difficult times and build long-term resilience	Increase access to safe, nutritious and affordable food Recognise and support the contribution of volunteers Foster connected, resilient and thriving neighbourhoods
<b>Goal Five: People keep learning throughout their lives</b>	We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age	Build skills and provide resources to engage in a digital world Encourage creativity and resourcefulness through making and repairing Celebrate diverse cultures and artistic expression in the community (Cultural Policy)
<b>Goal Six: People feel safe where they live, work and spend time</b>	We will create and maintain safe, welcoming, and accessible places and spaces, while promoting community awareness and safety initiatives	Ensure community centres and libraries are accessible, well-equipped and responsive to community needs Implement initiatives that prevent gender-based violence and support survivors Promote healthy streets and environments that support physical, social and mental wellbeing

## Priorities for Goal One: People feel welcome and connected

We will create opportunities for everyone to participate in community life, build strong connections, and reduce isolation.

Priorities	Where we are	Where we want to be
<b>1.1 Promote housing solutions that strengthen community wellbeing</b>	Adelaide is ranked in the top 10 most unaffordable housing markets in the world. Many people who arrive in the City of Adelaide as international students, refugees, or asylum seekers stay in specialist or supported accommodation and are unable to remain in the city, even though they enjoy all that the city has to offer.	A city that supports people to stay across the life-course by offering affordable rentals, affordable housing, and accessible housing for people with disability.
<b>1.2 Foster connection and inclusion for newly arrived people, including international students</b>	<p>South Australia welcomed 47,378 international students between January and September 2025. The students are generally distributed across three key education segments: Higher Education (HE), Vocational Education and Training (VET), and English Language Intensive Courses for Overseas Students (ELICOS).</p> <p>Adelaide attracts international students from over 130 countries, with the largest cohorts from India, China, Nepal, Vietnam, the Philippines, and Bangladesh, alongside a growing presence of students from Colombia and other Latin American nations.</p> <p>40,000 students from over 130 countries chose to live and study in Adelaide in 2025/26.</p>	A welcoming destination, where all newly arrived people, can access equitable, culturally safe information and support to actively participate in community life.
<b>1.3 Enable community initiatives through grant funding</b>	<p>The Community Grants Program has funds available for distribution across two streams: Arts and Culture and Community Impact, and two categories: Major and Quick Response.</p> <p>Community Grants are in high demand, with 177 applications received in 2024/25.</p>	We want to be a city that maintains a robust grants program capable of responding to demand and supporting arts, recreation, sport, culture, and community initiatives at a meaningful scale.

## Case Study:

# Trees for Life: Regenerate Adelaide in the Adelaide Park Lands.



Image: Participants of Regenerate Adelaide

Delivered by Trees for Life and supported through the City of Adelaide Community Grants Program, Regenerate Adelaide is a free intergenerational and intercultural program for city residents over 55 years and international students. This annual event series offers monthly nature-based group activities in the Adelaide Park Lands (Tutthangga and Nanu Wana) and surrounding natural spaces, promoting wellbeing through social and nature connections.

"I have been an avid bush-carer but am now afflicted with a genetic ataxia which has prevented me from walking long distances. A friend introduced me to the Regenerate project, and have found it enormously helpful, both for maintaining my mental equilibrium and for the opportunities to gain new knowledge. I also

appreciate the opportunities to talk with other folk who are interested in bushcare and, in particular, to meet young tertiary students" – Older participant.

"Taking part in Regenerate has been a truly rewarding experience. It gave me the chance to connect with others while learning practical skills in bushcare and conservation. Each activity felt meaningful and uplifting, from restoring native habitats to joining cultural walks that deepened my understanding of this land. I always left feeling recharged, connected, and proud to have contributed to our community!" – International student participant.

## Priorities for Goal Two: People are active and healthy

We will provide and support accessible spaces for participation in programs and events that encourage movement, play, and recreation for people of all ages, abilities and means.

Priorities	Where we are	Where we want to be
<b>Promote inclusive participation through low-cost opportunities</b>	29.3% of City of Adelaide residents are in the lowest quartile (\$0 to \$377) for income, higher than the average for Greater Adelaide (24.7%). Of the 6,035 households in private rental in Adelaide, 33.3% (2,004) are in rental stress. This is higher than the average for Greater Adelaide. We heard through our consultation that one of the first things people forgo when they are struggling with the cost of living is wellbeing activities.	We want to ensure people have access to low-cost programs and events that support their wellbeing, including formal and informal recreation and sport.
<b>Maximise the availability and use of community facilities</b>	A 2023 Social Infrastructure Assessment commissioned by the City of Adelaide found that, based on floorspace and population benchmarks, the city currently has a shortfall in community facilities, a gap that will increase as the population grows unless further investment is made.  An external review of Adelaide Park Lands Community Buildings (Sport and Recreation) found that around 75 per cent do not meet the expected benchmark for a fit-for-purpose sport and recreation facility. These buildings demonstrate notable deficits in their condition, functionality, and/or ability to support community benefit, indicating a substantial renewal need across the Park Lands network.	We want people to have access to a range of multi-purpose community facilities that cater to their needs, including both indoor and outdoor options.
<b>Support participation in physical activity for health and wellbeing</b>	A majority of residents (54%) rate their health as 'Excellent' or 'Very Good'. Physical activity is common, with residents averaging between 3.4 to 4.7 days per week People who accumulate 150+ minutes of physical activity per week report better overall health, require fewer health services, enjoy better mental health, maintain stronger social connections and have greater self-efficacy. Overall wellbeing scores are higher when more than half of the physical activity is done with other people.  Local Area Frameworks in the City Plan identified a number of additional open spaces to achieve the objective of 'open space at your doorstep'.  Activity Hubs are valued by the community; they are a collection of informal recreation facilities that share amenities such as public toilets and drinking fountains.  Examples of typical activity hub facilities are children's playspaces, kick about spaces, basketball courts, tennis courts, Petanque pistes, BBQ facilities, walking and cycling tracks.	We want more people to be able to choose active lifestyles, particularly those who report low levels of physical activity, such as students and those aged 18 to 24 years. Our activity hubs enable informal physical activity that supports health and wellbeing.

## Case Study:

# Quentin Kenihan Inclusive Playspace

This playspace in Rymill Park/Murlawirrapurka brings disability advocate, writer and actor Quentin Kenihan's vision to life, offering gardens with play experiences for all ages and abilities. Surrounded by lawns, all-access paths, sheltered seating, barbecue facilities, and 'Changing Places' toilets, it's designed for everyone to enjoy. The project was shaped by community input, including the Access and Inclusion Advisory Panel, ensuring the space reflects local ideas and aspirations.



Images: Quentin Kenihan Inclusive Playspace

Run the Loop 2026. Bullrush Park/Warnpangga (Park 10). Supported by the City of Adelaide Community Grants.



# Priorities for Goal Three: People can shape their community

We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them.

Priorities	Where we are	Where we want to be
<b>Foster community leadership and capacity building</b>	The Adelaide Community Leaders Program was one approach the City of Adelaide have used to support community leadership development; other examples from across local government include Youth Advisory Groups and Leaders Scholarships.	We want to support community leaders, particularly those from priority groups, with the training, networks, resources and opportunities they need to shape their local community.
<b>Value and embed Lived and Living Experience</b>	The City of Adelaide Community Engagement Charter outlines a commitment to actively seek community feedback and input to enable all community members to have an opportunity to participate in decisions that impact them. However, many priority groups do not contribute to traditional community engagement processes.	We want to develop a Lived and Living Experience Framework that can guide how we engage with lived and living experience in a way that is authentic, trauma-informed and appropriately remunerated.
<b>Partner with the community to co-design services and programs</b>	The City of Adelaide Community Engagement Charter outlines a commitment to recognise the diverse needs of our community and create inclusive, accessible opportunities to share feedback. A commitment to co-design requires time, resources, skills and funding, which need to be built into project management.	We want to explore needs, aspirations and opportunities before drafting ideas or solutions. We want to co-create the scope, priorities and success measures for our projects. We aim to share decision-making power and support the engagement of priority groups.

Image: Welcoming Leaders



## Case Study:

# City of Adelaide Access and Inclusion Advisory Panel

The Access and Inclusion Advisory Panel aims to connect the City of Adelaide with people's lived experience of disability. The Panel meets quarterly to help shape access and inclusion outcomes for key projects, programs and policies across the city. The Panel is made up of six individual and six organisational members who provide timely and expert advice on real life deliverables. Panel members are paid a sitting fee in recognition of their contribution. Their advice creates better project outcomes and helps to make our great city safe, accessible and inclusive for all city users.



Image: Access and Inclusion Advisory Panel 2026

## Priorities for Goal Four: People are resilient

We will strengthen people’s ability to respond to challenges, support each other during difficult times, and build long-term resilience.

Priorities	Where we are	Where we want to be
<b>Increase access to safe, nutritious and affordable food</b>	<p>One in six families in South Australia experiences food insecurity, caused by a lack of access to food, rather than a lack of availability. Paid employment is no longer considered a safeguard against poverty. Risk factors for waged poverty include being the sole earner in a household, engaging in precarious, low-paid employment (eg gig work), major life changes and under-employment. Research shows that people experiencing waged poverty fare poorly on a number of health-related indicators, including quality of life and mortality.</p>	<p>We want to collaborate with local partners to develop a ‘food plus’ system, where people can access food in a range of welcoming, dignified social environments.</p>
<b>Recognise and support the contribution of volunteers</b>	<p>In 2021, 19% of City of Adelaide residents (4,473 people) contributed to the local community as volunteers. While volunteer numbers declined by almost 200 people compared to 2016 census figures, City of Adelaide residents are more likely to volunteer than those in Greater Adelaide, with 15.5% of residents volunteering.</p> <p>In 2025/26, the City of Adelaide engaged 284 volunteers who collectively contributed approximately 16,000 hours across 36 volunteer programs. Their contributions translated to a dollar value of over \$834,413,500. 70% of the City of Adelaide volunteers reside outside the LGA. 93% of 2025 Volunteer Survey respondents reported high or very high levels of wellbeing connected to their volunteering.</p> <p>The wider city volunteering network includes people contributing their time to festivals, hospitals, health services, sporting clubs and recreation.</p> <p>While the sheer breadth of volunteer contributions in SA is immense, this comes at a significant personal cost to volunteers. Research reveals an hourly cost of \$14.92 to volunteer, with volunteers absorbing 83.3% of the total expenses of volunteering, compared to 16.7% for volunteer-involving organisations. Additionally, 9.5% of paid volunteer managers and 23% of unpaid volunteer managers bear the brunt of costs related to volunteering activities.</p>	<p>We want volunteering to be supported, accessible, and sustainable for everyone by reducing the financial burden on volunteers.</p>
<b>Foster connected, resilient and thriving neighbourhoods</b>	<p>In our 2025 annual Residents Survey, 86% of respondents said they could get help from family, friends, or neighbours for help when needed, and 62% said they trust people in their neighbourhood. However, only 53% reported feeling a strong sense of belonging to their local community.</p> <p>The National Social Capital and Social Infrastructure Framework (2025) found neighbourhoods across the City of Adelaide show a wide mix of social capital and social infrastructure levels. Some areas have strong social ties and a high density of places that bring people together. Others, however, show signs of low connection – where people are less engaged with each other and with local places, such as pubs, cafés, or community spaces. In many of these areas, people are studying or spending more time alone at home, which reduces everyday opportunities to connect.</p>	<p>We want people to feel a strong sense of belonging in their neighbourhood and support the development of mutual aid networks.</p>



Image: Talk with a Local volunteer with program participants.

## Case Study:

### Talk with a Local

The Talk with a Local volunteer program was established as an action from the 'Promoting International Student Resilience and Wellbeing through Community Engagement – Pilot Report' prepared by the UniSA, Centre for Research in Education and Social Inclusion in partnership with the City of Adelaide and Bupa. The program facilitates local connections and friendships, as well as English language practice and cultural exchange between local residents and international students.

"The program provided me with many benefits, such as learning more about Australia's lifestyle and meeting a wonderful volunteer whom I used to see every week."  
– International student

## Case Study:

### Ageing Well Podcast Pilot Project

The Ageing Well Podcast Pilot Project brought together older city residents from November to December 2025 to create and share meaningful content about their stories of living in the city. Over eight weeks, participants learnt how to develop and produce a podcast series, using technology available through our library service. The project aimed to increase knowledge of local connection points, resources and services in response to findings of the COTA SA's The Plug-In Report for the city. After a successful pilot that saw participants' confidence with technology and social connections increase, new volunteer roles have been created for a team of content and storytellers to share stories of ageing in the city.

## Priorities for Goal Five: People keep learning throughout their lives

We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.

Priorities	Where we are	Where we want to be
<b>Build skills and provide resources to engage in a digital world</b>	<p>The Australian Digital Inclusion Index (ADII) – provides a comprehensive picture of Australia’s online participation by measuring three key dimensions of digital inclusion: Access, Affordability, and Digital Ability. Around one in five (20.6%) Australians are excluded or highly excluded, and roughly one in ten (9.2%) are highly excluded.</p> <p>Rates of exclusion are much higher for people aged 75+ years (66.5%), those who did not complete secondary school (54.5%), public housing residents (45.2%) and First Nations people (40.9%).</p> <p>SA has a 71.3 index score, the lowest affordability index on mainland Australia. 9.7% of the population only have access to a mobile connection, limiting their ability to effectively access education, work, healthcare and online government services.</p>	<p>We want to bridge the digital divide by providing access to digital technology and building people’s capability to utilise digital technology to realise health and wellbeing benefits.</p>
<b>Encourage creativity and resourcefulness through making and repairing</b>	<p>Our community centres and libraries provide access to a range of programs and resources that support making and repairing. We also provide grant funding to support community partners to deliver programs and resources that encourage making and repairing.</p>	<p>We want to maintain and enhance our natural ecosystems and move to a circular economy.</p>
<b>Celebrate diverse cultures and artistic expression in the community</b>	<p>Adelaide is Australia’s first and only UNESCO Creative City of Music and is part of a global network committed to driving culture as foundational for the city’s sustainable and inclusive development across economic, social, cultural and environmental dimensions. Honouring the Universal Declaration of Human Rights, the City of Adelaide is committed to ensuring that everyone has the right to participate in, enjoy, and contribute to the city’s cultural life.</p>	<p>We want to value, protect, champion and promote the city’s unique history, identity, character, creativity and cultural life and strengthen Adelaide’s role as a global cultural capital.</p>

## Priorities for Goal Six: People feel safe where they live, work and spend time

We will create and maintain safe, welcoming, and accessible places and spaces, while promoting community awareness and safety initiatives.

Priorities	Where we are	Where we want to be
<p><b>Ensure community centres and libraries are accessible, well-equipped and responsive to community needs</b></p>	<p>The Residents Survey found that in the past three months, 63% of residents visited a library, and 91% of residents see the library as a trusted public space. One in five residents (19%) recently visited a community centre, with higher usage among those aged 40 and older (24%). 52% of respondents would like to access more wellbeing programs.</p> <p>The 2023 Social Infrastructure Assessment highlights the strong value generated by our community facilities, including both community centres and libraries. The three community centres deliver \$4.4 million in total benefits at a cost of \$650,000, while the three library centres provide \$16.5 million in benefits at a cost of \$5.5 million. In both cases, there are opportunities to further increase impact through investment.</p> <p>Increasingly, community centres and libraries are serving as refuges for the community against extreme weather events driven by climate change, including heatwaves, as directed by state government 'Code Red and Blue' alerts. Our centres also serve customers who cannot access in-person customer service from the state and federal government, such as Service Australia.</p> <p>Throughout our consultation, we heard that priority groups were more likely to seek help and safety at a library than other sources, such as security guards or police.</p>	<p>We want to be a city that enhances safety and wellbeing by ensuring our community centres and libraries are accessible, well-staffed, and able to meet the needs of all users.</p>
<p><b>Implement initiatives that prevent gender-based violence and support survivors</b></p>	<p>Violence against women is experienced across all communities and cultures. However, its nature, prevalence and risk factors differ within population groups.</p> <p>94% of South Australians agreed that violence against women is a problem in Australia, but only 38% of South Australians agreed it is a problem in their suburb or town.</p> <p>Two in five women (39%) have experienced violence since the age of 15. Men are more commonly the perpetrators of physical violence, sexual harassment and sexual violence. On average, one woman is killed every nine days by a current or former partner. In the year 2021/22, 4,620 women aged 15 years and over (an average of 13 women/day) were hospitalised due to family and domestic violence.</p> <p>The Royal Commission into Domestic, Family and Sexual Violence recommended that the government identify places and spaces across SA where people may seek help for DFSV and work to develop awareness of a central entry-point service within those places and spaces, which could include libraries and community centres.</p>	<p>We want a community where respect, equality and accountability prevent gender-based violence.</p>

Priorities	Where we are	Where we want to be
<p><b>Promote healthy streets and environments that support physical, social and mental wellbeing</b></p>	<p>In partnership with the state government, local government provides foundational public health services to protect people from public health risks.</p> <p>Examples of the work undertaken by the City of Adelaide to protect public health include food safety checks, regulation of wastewater systems, vaccination programs and communicable disease management, monitoring of cooling towers, public swimming and spa pools, responding to climate change challenges, disaster response and public space management.</p> <p>City of Adelaide also has a role in public space management and road safety. Crash data shows that between 2020–2024, five people died on our streets, 126 people were seriously injured and 844 people had minor injuries.</p>	<p>We want to work in partnership with the state government to promote and protect the health of residents and visitors and reduce the incidence of preventable illness, injury and disability.</p> <p>We want to create Healthy Streets – streets that prioritise people’s wellbeing by reducing pollution, encouraging active travel, and fostering social interaction.</p>

## Case Study:

# Creating a pathway to meaningful employment – a City of Adelaide/Catherine House partnership

The City of Adelaide partnered with Catherine House to create meaningful employment opportunities for women experiencing homelessness, many of whom have been impacted by gender-based violence. Building on Catherine House’s accommodation and trauma-informed support services, the program provides a safe, supported pathway back into work through paid, part-time internships within select Council teams.

This innovative initiative demonstrates the impact of purposeful collaboration between Local Government, community organisations, and dedicated staff. By combining compassion with strategic planning, the program delivers genuine social impact while offering a blueprint for Councils seeking to develop inclusive employment pathways within their communities.

# Priority Groups

Our vision is for a vibrant, connected and inclusive city, where people who live, work and visit are supported to thrive across all life stages.

Some people face greater barriers to health, safety, inclusion, or participation. These barriers can include

discrimination, cost, limited access to services, language, disability, or social isolation. A priority groups approach helps address these gaps by prioritising investment to remove systemic barriers and create fairer outcomes.

Priority Group	Evidence for inclusion
<b>Aboriginal and Torres Strait Islander people</b>	Over-represented in homelessness data, face systemic barriers to culturally safe systems and supports. Connection to Country and culture is essential for wellbeing.
<b>Children and families</b>	Early intervention and support are needed for healthy development, especially in high-density, low-income households.
<b>Culturally and Linguistically Diverse (CALD) people</b>	45% of residents are born overseas; language, cultural stigma, and service navigation are key barriers to wellbeing.
<b>International students</b>	High risk of isolation, financial stress, workplace exploitation, food insecurity, and mental health issues. Often lack access to mainstream health and wellbeing services.
<b>Lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual (LGBTIQ+)</b>	Experience higher rates of discrimination, mental health challenges, and housing insecurity. Limited spaces and places for safe, inclusive recreation, such as night-life.
<b>Older people (50+)</b>	Highly vulnerable to cost-of-living pressures and at risk of isolation and digital exclusion. Many people are experiencing chronic health conditions and live alone.
<b>People experiencing socioeconomic disadvantage</b>	Face compounding barriers to housing, health, and employment. Vulnerable to cost-of-living pressures.
<b>People from refugee backgrounds and/or asylum seekers</b>	They often experience trauma, language barriers, and limited access to culturally appropriate services.
<b>People with disability</b>	They often face social exclusion and housing challenges, requiring accessible environments and inclusive services.
<b>Women</b>	Disproportionately affected by gendered violence, the impact of caregiving responsibilities and economic insecurity, leading to housing insecurity.
<b>Young people (12–25)</b>	High rates of mental distress, housing precarity, and unemployment. Higher rates of climate/eco-anxiety.

# How the Strategy was Developed

## **Community Development Discussion Paper – February 2024**

We considered our historic role in community development and the challenges and opportunities in the current policy setting.

## **Stakeholder Workshops – November 2025**

We partnered with the Centre for Social Impact, Flinders University, to host stakeholder workshops to better understand the current and emerging trends impacting community wellbeing, including cost of living, socio-economic divide, community connections, safety and public space, age divide and population growth.

## **Policy Review**

Our existing policy and plans informed the Strategy. We considered local government's role in community wellbeing and how this interacts with state and federal government responsibilities.

## **Consultation**

Over 300 people were engaged over the course of the public consultation. Their feedback has shaped the priorities within the Strategy.

# Strategic Alignment

## City of Adelaide

Subject Matter	Relevant City of Adelaide Policy
<b>Adelaide Park Lands</b>	Adelaide Park Lands Building Design Guidelines Adelaide Park Lands Community Buildings (Sport and Recreation) Policy Adelaide Park Lands Management Strategy
<b>Arts</b>	Cultural Policy Christmas Festival Action Plan Adelaide Events Guidelines
<b>Business and Work</b>	Economic Development Strategy – A thriving economy for all Adelaide Economic Development Agency Strategic Plan
<b>Climate</b>	Integrated Climate Strategy 2030 Climate Risk and Opportunities Register Resilient East Climate Action Plan (RECAP)
<b>Community Facilities</b>	Asset Management Plans Community Facilities Policy and Implementation Plan
<b>Equity and Inclusion</b>	Homelessness Strategy – Everyone’s Business Disability Access and Inclusion Plan Stretch Reconciliation Action Plan
<b>Health</b>	Regional Public Health Plan
<b>Housing</b>	Housing Strategy – Investing in our housing future City Plan – Adelaide 2036
<b>Safety</b>	Safer City Policy 2019–2023
<b>Transport</b>	Integrated Transport Strategy
<b>Wellbeing</b>	Community Wellbeing Strategy

# Implementation

The goals and priorities outlined in the Strategy are timed for delivery over a four-year implementation cycle. Delivery is subject to the Annual Business Plan and Budget process.

# Monitoring and Learning

Our annual strategic reporting will summarise how well we have delivered, including:

- Participation and access metrics from Community Centres, Libraries and Volunteering
- Priorities population engagement case studies
- Community satisfaction and inclusion indicators from the Residents' Survey and City User Profile
- Progress on goals and priorities via the annual report against the Annual Business Plan and Budget
- Population Health Profile from Preventive Health SA
- Lease and licence holder data.

Image: Gather, Dance & Explore at Whitmore Square. Photo Saige Prime



# Glossary

**Accessibility:** the design of services, spaces and information to ensure they can be used by people of all abilities, backgrounds and needs.

**Active Participation:** the involvement of individuals in community life, decision-making, programs or civic activities.

**City Safety:** the condition where all people can move through and participate in urban life without fear of harm, exclusion, or discrimination. It includes physical, social, cultural and emotional safety, ensuring environments are respectful and inclusive of everyone.

**Co-design:** a collaborative approach where community members actively contribute to the design of programs, services or policies. The process ensures that those with technical expertise and lived experience come together on equal ground design specific solutions so that they are better tailored to actual needs.

**Community Development:** a long-term, participatory, and strengths-based approach to work alongside communities and build capacity, foster empowerment and promote social justice.

**Cost of Living:** the rising cost of bills, inflation, energy costs and affordable food that are impacting the ability of people to keep pace with the cost of expenses. Fixed expenses like rent and utility consume household budgets, leaving less for food and essential services or activities that promote wellbeing.

**Digital inclusion:** the ability of individuals and communities to access and use digital technology effectively and safely.

**Equity:** fairness in access to opportunities, resources and outcomes, recognising that different groups may require different levels of support.

**Food Security:** when people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preference for an active and healthy life.

**Inclusion:** the deliberate act of creating environments and communities where everyone, regardless of background, identity, or ability, feels valued, respected, and supported to fully participate.

**Intersectionality:** the way different aspects of a person's identity (eg cultural background, gender, income, ability) combine to create unique experiences of disadvantage or privilege.

**Lived Experience:** direct, personal knowledge and understanding gained through navigating specific life events, challenges or circumstances. It represents a form of expertise, and it is a perspective that is central for increasing understanding of experiences so that learnings can be applied to benefit others.

**Placemaking:** a participatory process where communities work together to improve public spaces, strengthening social connections, enhancing local economies and creating safe, accessible and meaningful places.

**Resilience:** the ability of individuals and communities to respond to, adapt to, and recover from challenges or adverse situations.

**Social Capital:** the social networks, relationships, and trust that enable individuals and groups to work together for mutual benefit. Social capital is what brings communities together, fostering cooperation, reciprocity, and improved performance in social and economic endeavours.

**Social Infrastructure:** the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities. The network of social infrastructure contributes to social identity, inclusion and cohesion, and helps communities to feel happy, safe, to learn and to enjoy life.

**Volunteering:** time willingly given for the common good and without financial gain. Volunteers share their passions, abilities, and skills in meaningful ways that strengthen community capacity.

# Measuring Community Wellbeing

## City Profile

Our community is vibrant and dynamic, with almost 30,000 residents and 350,000 daily city visitors. The Adelaide Park Lands welcome 10 million visitors annually. Our resident base is diverse, with 45% of our residents born overseas and 36% speaking a language other than English. Adelaide is also home to the young and young-at-heart. Nearly half of our residents are aged 18 to 34 and 15% are over 65. Our demographic profile creates a unique mix of students, early-career professionals and older residents, each with different housing and service needs and suggests that our city

acts as a demographic entry point, facilitating movement from within Adelaide and SA, interstate and overseas.

The City of Adelaide is also home to almost 13,000 businesses and contributes close to 18% of the state's economic value. Financial and insurance services; professional, scientific and technical services; and public administration and safety form the city's three largest industries in terms of economic contribution. Adelaide is also the international gateway for migration and education in South Australia.

At a glance	Housing	Diversity
30,173 residents (2% of Greater Adelaide)	Median house price: \$1.22 million (Greater Adelaide: \$880,000)	45% of residents were born overseas (28% in Greater Adelaide). Top countries of birth include China, United Kingdom and India
12,717 local businesses (10% of Greater Adelaide)	Median weekly rent: \$680 per week (Greater Adelaide: \$620 per week)	47,388 international students studied in SA (Jan-Dec 2025) across Higher Education, Vocational Education and Training and English Language Intensive Courses for Overseas Students.
172,652 local workers (22% of Greater Adelaide)	54% high-density housing	43% of residents are young adults 20–35 years (21% in Greater Adelaide)
4% population growth (one of the highest in South Australia)	41% lone person households – particularly among older people and international students	15% of residents are older adults 65+ years (19% in Greater Adelaide)
Residents aged 15 and over span the full income spectrum, reflecting both affluence and financial vulnerability: 31% are in the highest income quartile, 29% in the lowest.	1,422 households have an unmet need for affordable housing in Adelaide (12.8% of all households, compared with 4.8% for Greater Adelaide)	High rates of mobile populations (students, short-term renters, tourists). Between 2016 and 2021, 73.9% of the population turned over

## Appendix B

# Community Data

The City of Adelaide regularly collects sentiment and service data to better understand our community. Our Resident Survey, Business Survey and City User Profile (CUP) surveys form the core components of our community data collection:

## Goal One: People feel welcome and connected

86% of residents feel confident they could rely on family, friends, or neighbours for help when needed, and 62% trust people in their neighbourhood. However, only 53% of residents feel a strong sense of belonging to their local community. Overall, 68% of residents perceive their community as either "Very inclusive or Somewhat inclusive," indicating a generally positive view of inclusivity within local communities. This perception is generally consistent across gender and age. (2025 Resident Survey).

Engagement through sport: Watching sports in the City of Adelaide is a popular activity, with 35% of respondents engaging, especially among city workers. Men were more likely than women to participate in sports and recreational activities, with a total of 46% compared with 32%. A similar pattern emerges by country of birth, with Australian-born respondents more likely to watch sports (37%) than those born overseas (30%). Income levels also play a role; those with a household income of \$150k or more were far more likely to watch sports in the City of Adelaide (42%) compared with those earning \$75k or less (24%) (CUP 2025).

## Goal Two: People are active and healthy

Just over half of residents (52%) rate their health as 'Excellent' or 'Very Good'. Physical activity is common, with residents averaging between 3.4 to 4.7 days per week. When asked about various aspects of their lives, residents generally felt positive, rating the worthiness of their lives at an average of 8/10, their happiness at 7/10, and life satisfaction at 8/10. People over 65 were more likely to agree with these statements, particularly those aged 65–74.

Residents generally exhibited low levels of anxiety, with 36% reporting little or no anxiety at all. People under 40 generally had lower levels of life satisfaction, particularly those in the 31 to 39 age group, where differences were significant (2025 Resident Survey).

The city as a health hub: One-third of city users (33%) reported visiting the City of Adelaide for health-related services. Medical appointments were a key reason for visiting the city, particularly for people aged 50 and above, with 37% reporting such visits. This trend was even stronger among individuals with a disability, with nearly half (46%) having attended appointments in the past year (CUP 2025).

## Goal Three: People can shape their community

The 2025 Resident Survey shows that 25% of residents feel they have a voice in decision-making in their local community.

At the time of the survey, 53% of respondents agreed that they felt informed about the work undertaken by the City of Adelaide. Since then, These findings indicate opportunities to further improve how residents feel informed about Council activities, particularly among older residents and in areas where satisfaction is lower. Council has taken significant steps to strengthen communication and engagement, including the launch of the new Our Adelaide platform and the endorsement of the Community Engagement Charter in December 2025.

## Goal Four: People are resilient

In the City of Adelaide, 19% of the population reported doing some form of voluntary work in 2021. This was greater than the proportion of Greater Adelaide (16%). Note that volunteer numbers for the 2021 Census declined in many parts of Australia due to lockdowns and COVID-19 distancing measures.

In 2025/26, the City of Adelaide engaged 284 volunteers who collectively contributed approximately 16,000 hours across 36 volunteer programs. Their contributions translated to a dollar value of over \$834,413,500. 70% of the City of Adelaide volunteers reside outside the LGA. 93% of 2025 Volunteer Survey respondents reported high or very high levels of wellbeing connected to their volunteering.

The wider city volunteering network includes people contributing their time to festivals, hospitals, health services, sporting clubs and recreation.

While the sheer breadth of volunteer contributions in SA is immense, this comes at a significant personal cost to volunteers. Research reveals an hourly cost of \$14.92 to volunteer, with volunteers absorbing 83.3% of the total expenses of volunteering, compared to 16.7% for volunteer-involving organisations. Additionally, 9.5% of paid volunteer managers and 23% of unpaid volunteer managers bear the brunt of costs related to volunteering activities.

## Goal Five: People keep learning throughout their lives

Residents expressed the benefits from visiting libraries and community centres including access to trusted information or services (51%), feeling safe and welcome (40%) and gaining knowledge (36%).

About half of City of Adelaide residents visited city libraries or community centres in the past three months. Visitation varies by cohort with 68% of household with children and 65% City South-East residents visiting a centre in the past three months. Visitation also increases with age from 43% of young people (18-30yrs) to 74% 75yrs+. (Resident Survey 2025).

The City User Profile Survey revealed that residents and students are most likely to visit City of Adelaide libraries, with 36% of resident responders and 39% of student respondents stating they have visited a City Library in the last 12 months. This is compared to 28% of city workers, 15% of tourists and 12% city visitors. (CUP 2025).

## Goal Six: People feel safe where they live, work and spend time

78% of residents feel that the city is welcoming to people from diverse cultural backgrounds, 83% agree that the city's parks and open spaces are well maintained, and 78% agree that local event and activations make neighbourhoods vibrant. While the majority of residents feel positively about the city, the 2025 Resident Survey identifies opportunities to further strengthen safety effectiveness, and communication.

89% of residents feel safe using public spaces during the day, but only 44% at night (2025 Resident Survey). Perceptions of safety also decrease for all city users as the evening progresses with only 17% feeling safe between 1am and 8am. Women, older individuals, and people with disabilities reported the lowest perceptions of safety at night. Suggestions for improving safety included better street lighting, increased police presence, and improved public space management, alongside calls for community engagement and social support to address issues such as homelessness and alcohol-related disturbances (CUP 2025).

These insights provide a clear focus for ongoing improvements to ensure all residents feel secure and confident in the Council's initiatives.

## Appendix C

# Population Health Snapshot

The Population Health Profile from Preventive Health SA includes Census 2021 health data and South Australian population health datasets.

Overall health status and city-specific public health considerations:

- 26.0% of City of Adelaide residents report one or more long term health conditions, which is significantly lower than Greater Adelaide (34.5%) and SA overall.
- Despite lower overall prevalence, mental health conditions are the most commonly reported long term condition amOur Role in Community Wellbeing
- In the City of Adelaide health and wellbeing strategies must prioritise prevention, mental wellbeing, injury prevention, and social connection, rather than age related chronic disease services that dominate Greater and Regional SA needs.
- Effective action requires culturally responsive approaches, multilingual communication, and strong partnerships with education, settlement, and community organisations.
- Lower proportions of residents report disability or need for assistance compared with Greater Adelaide and Regional SA. While prevalence is lower, universal design and housing quality remain key determinants of participation and wellbeing in a capital city environment.
- The City of Adelaide shows high socioeconomic diversity amongst our residents, with significant contrasts between high income professionals and vulnerable groups, including low income renters, students, and people experiencing homelessness. LGA wide averages can mask concentrated disadvantage. Place-based and targeted interventions are essential to effectively address inequities.
- The City of Adelaide's population is healthier on average than Greater Adelaide and SA, but has distinct capital city and mental health needs requiring tailored prevention and wellbeing strategies.

Image: Wawi Nights Vintage, Vinyl and Vibes in Light Square Wauwi. April 2026. Photo Saige Prime





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Image: Pride Adelaide, photo Sam Graves



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## Community Wellbeing Strategy: 2026/27 Implementation Plan

### Goal One: People feel welcome and connected

*We will create opportunities for everyone to participate in community life, build strong connections, and reduce isolation.*

Priorities:

- Promote housing solutions that strengthen community wellbeing
- Foster connection and inclusion for newly arrived people, including international students
- Enable community initiatives through grant funding

**Actions:**

One	Two	Three
We will deliver a Community Grants Program that incorporates multi-year strategic partnerships to achieve collaboration and shared outcomes.	We will actively seek partnership opportunities with private, public and community developers to increase and fast-track the supply of affordable rental housing.*  <i>*In line with the Housing Strategy commitment.</i>	We will facilitate anti-racism and anti-discrimination training for CoA employees and volunteers to embed welcoming, inclusive, trauma-informed, and culturally safe practice across services, programs and community spaces.

### Goal Two: People are active and health

## Attachment C

*We will provide and support accessible spaces for participation in programs and events that encourage movement, play, and recreation for people of all ages, abilities and means.*

### Priorities:

- Promote inclusive participation through low-cost opportunities
- Maximise the availability and use of community facilities
- Support participation in physical activity for health and wellbeing

### **Actions:**

<b>One</b>	<b>Two</b>	<b>Three</b>
We will deliver an 'active inclusion' category within the Community Grants Program to support clubs and associations in delivering physical activity programs and services with priority groups.	We will facilitate the trial of a 'Future Sports Leaders' program in partnership with the State Government to increase the number of skilled volunteers within community clubs.	We will partner with Park Lands lessees to enable multi-use opportunities and increase the use of leased and licensed spaces through targeted, community-focused programming.

## Attachment C

### Goal Three: People can shape their community

We will support people to contribute their cultural knowledge and lived experience, engage in decision-making, and shape outcomes that affect them.

#### Priorities:

- Foster community leadership and capacity building
- Value and embed lived and living experience
- Partner with the community to co-design services and programs

#### **Actions:**

<b>One</b>	<b>Two</b>	<b>Three</b>
<p>We will partner with Aboriginal and Torres Strait Islander people to integrate the principles of Free, Prior and Informed Consent (FPIC) into engagement processes for proposed actions affecting their lands and communities.*</p> <p><i>*In line with Reconciliation Action Plan commitment</i></p>	<p>We will facilitate co-design processes for local place activations with priority groups to strengthen equitable place-based outcomes.</p>	<p>We will educate the community about how to cultivate a culture of welcome through positive storytelling that celebrates local leaders and initiatives that strengthen belonging and social cohesion. We will do this by profiling at least two stories per priority group per year across our website and social media channels.</p>

## Attachment C

### Goal Four: People are resilient

*We will strengthen people's ability to respond to challenges, support each other during difficult times, and build long-term resilience.*

#### Priorities:

- Increase access to safe, nutritious and affordable food
- Recognise and support the contribution of volunteers
- Foster connected, resilient and thriving neighbourhoods

<b>One</b>	<b>Two</b>	<b>Three</b>
<p>We will deliver projects to narrow roads, reduce through traffic and implement traffic calming measures that contribute to greening and cooling. *</p> <p><i>*In line with the Integrated Climate Strategy commitment</i></p>	<p>We will deliver an integrated volunteer support program that recognises and builds volunteer capability, partners with organisations to maximise shared resources and networks, and advocates for state and federal government policies and funding that enable a strong and sustainable volunteer sector.</p>	<p>We will facilitate a co-design process to develop a culturally led food safety training program pilot, partnering with community organisations to build capacity and leadership.</p>

## Attachment C

### Goal Five: People keep learning throughout their lives

*We will provide accessible learning opportunities, programs, and resources that enable people to develop skills, knowledge, and confidence at any age.*

#### Priorities:

- Build skills and provide resources to engage in a digital world
- Encourage creativity and resourcefulness through making and repairing
- Celebrate diverse cultures and artistic expression in the community

#### **Actions:**

<b>One</b>	<b>Two</b>	<b>Three</b>
We will deliver the Digital Hub in the City Library, where people of all ages can learn, and get help with basic digital literacy skills, either in a supportive group environment, or in one-on-one sessions.	We will deliver the UNESCO City of Music Program, prioritising equitable and affordable access to music and culture in the city.	We will facilitate a Library of Things to enable community sharing of tools and equipment, reducing unnecessary consumption and supporting a more circular, low-waste economy.

## Attachment C

### Goal Six: People feel safe where they live, work and spend time

*We will create and maintain safe, welcoming, and accessible places and spaces, while promoting community awareness and safety initiatives.*

#### Priorities:

- Ensure community centres and libraries are accessible, well-equipped and responsive to community needs
- Implement initiatives that prevent gender-based violence and support survivors
- Promote healthy streets and environments that support physical, social and mental wellbeing.

#### **Actions:**

<b>One</b>	<b>Two</b>	<b>Three</b>
We will deliver on the findings of the review of the library and community centre service delivery model to ensure our community facilities are well-resourced.	We will partner with sector leaders to design and deliver primary prevention of violence against women projects and campaigns, including initiatives during the 16 Days of Activism to End Violence Against Women.	We will partner with SA Police to deliver safety audits, advocate for increased Closed-Circuit Television (CCTV), incorporate lighting and Crime Prevention Through Environmental Design (CPTED) assessments into asset management and infrastructure delivery.

## **Attachment C**

### **Year One Commitment - *Libraries After Five***

Libraries After Dark opens our doors later to make libraries more accessible to everyone, from workers to students. Alongside extended hours, a regular curated live music program for and by young people creates a vibrant, welcoming space where the community can connect and enjoy live music after hours.

### **Organisational Wide Application**

The Community Wellbeing Strategy has organisation-wide application and contains clear linkages to, and supports the delivery of, outcomes identified within other organisational policies including those listed in this Implementation Plan, and the City Plan, the Integrated Transport Strategy and the Cultural Policy.

## Beach Volleyball Facility in Bonython Park / Tulya Wardli (Park 27)

Tuesday, 2 June 2026  
City Community Services and Culture Committee

Strategic Alignment - Our Community

**Program Contact:**  
Jennifer Kalionis, Associate Director City Culture

Public

**Approving Officer:**  
Jo Podoliak, Director City Community

## EXECUTIVE SUMMARY

The purpose of this report is to present a siting analysis (Site Plan Concept Report) undertaken by Council Administration, in conjunction with Volleyball SA (VSA), on the proposed establishment of a beach volleyball facility in Bonython Park / Tulya Wardli (Park 27).

On 18 September 2025, Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) noted the City Beach Concept Plan and resolved to support the development of a beach volleyball facility in Park 27. This was subsequently approved by Council on 14 October 2025.

A Site Plan Concept Report has been developed in response to feedback from Kadaltilla and Council, analysing multiple site options in Park 27. The report validates Option 1, utilising the former netball court site, as the optimal location for the proposed beach volleyball facility in Park 27.

In response to site constraints, including high voltage cables along the western boundary and surrounding mature trees, the following refinements strengthen VSA's City Beach Concept Plan proposal, including:

- incorporating water-sensitive urban design elements within the proposed car park area
- consolidating the two proposed buildings into a single structure that is solar-ready on the north side of the courts
- incorporating publicly accessible toilets, seating, shade, bicycle racks and drinking fountains within the facility footprint

It is recommended that the existing public amenities within Park 27 be reviewed in the context of this proposal, with particular consideration given to opportunities for consolidation and improved integration.

VSA continues to engage with State and Federal Governments regarding funding.

When funding for the proposed facility is secured, a detailed design and draft Park Lands Community Lease Agreement will be presented to Kadaltilla and Council.

This matter was considered by Kadaltilla on 27 May 2026.

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## RECOMMENDATION

The following recommendation will be presented to Council on 9 June 2026 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL THAT COUNCIL

1. Notes the findings of the Site Plan Concept Report as contained in Attachment A to Item 7.5 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026, confirming Option 1, utilising the former netball court site, as the optimal location for the proposed beach volleyball facility in Bonython Park / Tulya Wardli (Park 27).
2. Approves the siting of the proposed beach volleyball facility on the former netball courts in Bonython Park / Tulya Wardli (Park 27), including the refinements as detailed in the Site Plan Concept Report as contained in Attachment A to Item 7.5 on the Agenda for the meeting of the City Community Services and Culture Committee held on 2 June 2026.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b> This project aligns with the City of Adelaide 2024-2028 Strategic Plan; in particular, ‘Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport’.
Policy	This project aligns with the Adelaide Park Lands Management Strategy, including ‘investigate the removal of the former netball courts and return to a Park Lands Purpose’. Design Principles from the Adelaide Park Lands Community Buildings (Sport and Recreation) Policy have informed the Site Plan Concept Report.
Consultation	Not as a result of this report
Resource	This project will be managed within existing resources.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	There is an opportunity for the beach volleyball facility to provide benefits to park visitors beyond volleyball participants by including public amenities and services.
25/26 Budget Allocation	No funding is requested from the City of Adelaide as a result of this proposal.
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The assets created through the establishment of the beach volleyball facility will be owned by VSA for the life of the lease agreement. At the expiry of the lease, unless agreed otherwise, VSA will be required to remove all improvements it has made.
25/26 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	VSA proposes to seek government funding for the entire project, including all site remediation costs.

# DISCUSSION

## Background

1. City Beach was a four-court beach volleyball facility formerly located on the corner of Pirie Street and Frome Street. Until its closure in 2022, Volleyball SA (VSA) operated the facility for over twenty years through a lease arrangement with the City of Adelaide.
2. On 28 January 2021, Council ([page 11 of the Minutes](#)) resolved to work with VSA to secure a new location for Volleyball within the City of Adelaide.
3. Working with the site criteria agreed by Council and in consultation with VSA, Administration investigated multiple Park Lands sites and concluded that the former netball courts in Bonython Park / Tulya Wardli (Park 27) was the most suitable site for establishing a new beach volleyball facility.
4. On 11 May 2021, following presentation of a [report](#) to The Committee (page 10 of the Agenda), Council resolved:

*“That Council:*

1. *Approves a section of the former netball courts in Bonython Park/Tulya Wardli (Park 27) being repurposed into a beach volleyball facility as per the City Beach Site Plan for Bonython Park/Tulya Wardli (Park 27) shown in Attachment A to Item 10.2 on the Agenda for the meeting of the Council held on 11 May 2021, subject to:*
  - 1.1 *Volleyball SA receiving sufficient funding to complete the project;*
  - 1.2 *further consideration of consolidating existing and proposed amenities where practical, to service use of the entire park;*
  - 1.3 *a significant portion of the area returned to greenspace; and*
  - 1.4 *landscaping integrated with the beach volleyball facility.*
2. *Authorises the Chief Executive Officer to write to Volleyball SA stating Council’s intention to enter into direct lease negotiations with them for the enhancement and occupation of the former netball courts in Bonython Park/Tulya Wardli (Park 27) to enable them to seek funding, noting the exceptional circumstances to operate outside of the City of Adelaide Park Lands Leasing and Licensing Policy determined by the decision of Council on 28 January 2021.’*
5. On 18 September 2025, Kadaltilla received a [presentation and report](#) on the City Beach Concept Plan for Park 27 (pages 61 and 75 of the Agenda), and resolved to provide the following advice to Council:

*‘That the Kadaltilla / Adelaide Park Lands Authority:*

  1. *Notes the previous decision of Council approving the repurposing of a section of the former netball courts in Bonython Park / Tulya Wardli (Park 27) into a beach volleyball facility*
  2. *Notes the significant change in impacts to Bonython Park / Tulya Wardli (Park 27) since that decision, including the New Women’s and Children’s Hospital, Southwark Development and the North Adelaide Public Golf Course projects and the impact they will have on Park 27 including the former netball courts.*
  3. *Endorses continued support for a beach volleyball facility on Bonython Park / Tulya Wardli (Park 27).*
  4. *Notes the City Beach Concept Plan for Bonython Park / Tulya Wardli (Park 27) shown in Attachment A as contained in Item 5.3 on the Agenda for the meeting of the Board of Kadaltilla / Adelaide Park Lands Authority held on 18 September 2025.*
  5. *Requests that the Administration undertake work with Volleyball SA for a siting and contextual analysis on the most appropriate location for City Beach and further reports on the management and detailed design of City Beach as the project progresses, for presentation to the first meeting of Kadaltilla in 2026.*
  6. *Requests a Master Plan of Bonython Park / Tulya Wardli (Park 27) be prepared in alignment and context with the Adelaide Park Lands Management Strategy and the relevant Community Land Management Plan subject to the City of Adelaide quarterly budget review processes and/or annual budget process.’*
6. On 14 October 2025, following a [presentation and report](#) to the City Community Services and Culture Committee, Council resolved:

*‘That Council:*

1. *Notes the previous decision of Council approving the repurposing of a section of the former netball courts in Bonython Park / Tulya Wardli (Park 27) into a Beach Volleyball Facility.*

2. *Notes the significant change in impacts to Bonython Park / Tulya Wardli (Park 27) since that decision, including the New Women's and Children's Hospital, Southwark Development and the North Adelaide Public Golf Course projects and the impact they will have on Park 27 including the former netball courts.*
3. *Notes that the Administration will undertake work with Volleyball SA for a siting and contextual analysis on the most appropriate location for City Beach and further reports on the management and detailed design of City Beach as the project progresses, for presentation in early 2026.*
4. *Approves the former netball courts in Bonython Park / Tulya Wardli (Park 27) being repurposed into a Beach Volleyball Facility as per the City Beach Concept Plan for Bonython Park / Tulya Wardli (Park 27) as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 7 October 2025.'*

## Site Plan

7. The former netball courts occupy an area of approximately 7,500sqm and have been used predominantly for free car parking since 1997, with an estimated capacity of 340 vehicles.
8. Since 5 May 2025, SA Water has occupied the site on behalf of the new Women's and Children's (nWCH) Hospital Project.
9. The site has some constraints, including uneven ground, underground services, and a deteriorating bitumen surface, as shown at [Link 1](#).
10. In response to feedback from Kadaltilla and Council, Administration developed a Site Plan Concept Report (the Report), as shown in **Attachment A**. Referencing key directions from the Adelaide Park Lands Management Strategy, Adelaide Park Lands Community Buildings (Sport and Recreation) Policy and Adelaide Park Lands Building Design Guidelines, the Report applies the following design objectives to inform the analysis of five site options in Park 27 and the City Beach Concept Plan developed by VSA:
  - 10.1. Establish new links and enhance existing connections to create better connectivity to the wider Park Lands and activity hubs and design infrastructure that supports active transport options.
  - 10.2. Consolidate buildings and create shared-use facilities and amenities accessible to the public.
  - 10.3. Minimise built form with flexibility to accommodate temporary infrastructure to support larger events.
  - 10.4. Utilise lightweight construction where practical.
  - 10.5. Design to maximise cooling effects, optimise shade and establish a climate-resilient landscape.
  - 10.6. Include water-sensitive urban design elements.
  - 10.7. Incorporate building materials that reflect the natural setting of the Park Lands.
11. The Report details the pros and cons of the five site options. Option 5, adjacent to the kiosk and children's playspace, presents an opportunity to consolidate built form and utilise existing parking. However, this option would significantly impact the existing use of this space and adjoining spaces for events and informal recreation, whilst not contributing to the removal of the existing hard stand area or the associated car parking. This location would also have poor passive surveillance at night.
12. The Report validates Option 1, utilising the former netball court site, as the optimal location for the siting of the beach volleyball facility. This option offers the strongest strategic alignment and the lowest impact on the Park Lands landscape and existing users of Park 27. It is recommended that the existing public amenities within Park 27 be reviewed in the context of this site, with particular consideration given to opportunities for consolidation and improved integration.
13. Taking into account the site constraints, such as high voltage cables along the western boundary and the surrounding mature trees, refinements to VSA's City Beach Concept Plan to strengthen the proposal include:
  - 13.1. water-sensitive urban design elements within the proposed car park to break up the expanse of hard stand area
  - 13.2. consolidating the two proposed buildings into a single, solar-ready, structure on the north side of the courts, ensuring vehicle movement to service the facility is constrained to the car park
  - 13.3. incorporating publicly accessible toilets, seating, shade, bicycle racks and drinking fountains within the facility footprint for broader community benefit

## Kadaltilla / Adelaide Park Lands Authority

14. This matter was considered by the Kadaltilla / Adelaide Park Lands Authority on 27 May 2026, and a verbal update will be provided in presenting this report.

### **Next Steps**

15. Administration will work with VSA to finalise the detailed design, incorporating findings of the Report.
16. VSA will continue to engage with the State and Federal Governments regarding funding.
17. When funding for the facility is secured, a detailed design and draft Park Lands Community Lease Agreement will be presented to Kadaltilla and Council for consideration.

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## **DATA AND SUPPORTING INFORMATION**

**Link 1** – Existing site conditions

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## **ATTACHMENTS**

**Attachment A** – Site Plan Concept Report – Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

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- END OF REPORT -

# Beach Volleyball Facility - Bonython Park / Tulya Wardli (Park 27)

## Site Plan Concept Report

APRIL 2026



## Project Drivers and Background

Between 2001 to 2022, Volleyball SA (VSA) leased land on the corner of Frome St and Pirie St to facilitate recreational and competitive beach volleyball. During lease negotiations towards the end of this period (May 2021), the City of Adelaide conditionally approved Bonython Park / Tulya Wardli (Park 27) as a suitable site for VSA's Beach Volleyball City Beach relocation.

The following extract from the Council meeting minutes of 14 October 2025, outlines the most recent decision of Council in relation to the Beach Volleyball Facility:

### **Recommendation 1 - Item 7.1 - Beach Volleyball Facility - Bonython Park / Tulya Wardli (Park 27)**

#### ***THAT COUNCIL***

- 1. Notes the previous decision of Council approving the repurposing of a section of the former netball courts in Bonython Park / Tulya Wardli (Park 27) into a Beach Volleyball Facility.***
- 2. Notes the significant change in impacts to Bonython Park / Tulya Wardli (Park 27) since that decision, including the New Women's and Children's Hospital, Southwark Development and the North Adelaide Public Golf Course projects and the impact they will have on Park 27 including the former netball courts.***
- 3. Notes that the Administration will undertake work with Volleyball SA for a siting and contextual analysis on the most appropriate location for City Beach and further reports on the management and detailed design of City Beach as the project progresses, for presentation in early 2026.***
- 4. Approves the former netball courts in Bonython Park / Tulya Wardli (Park 27) being repurposed into a Beach Volleyball Facility as per the City Beach Concept Plan for Bonython Park / Tulya Wardli (Park 27) as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 7 October 2025.***

# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## Site Context

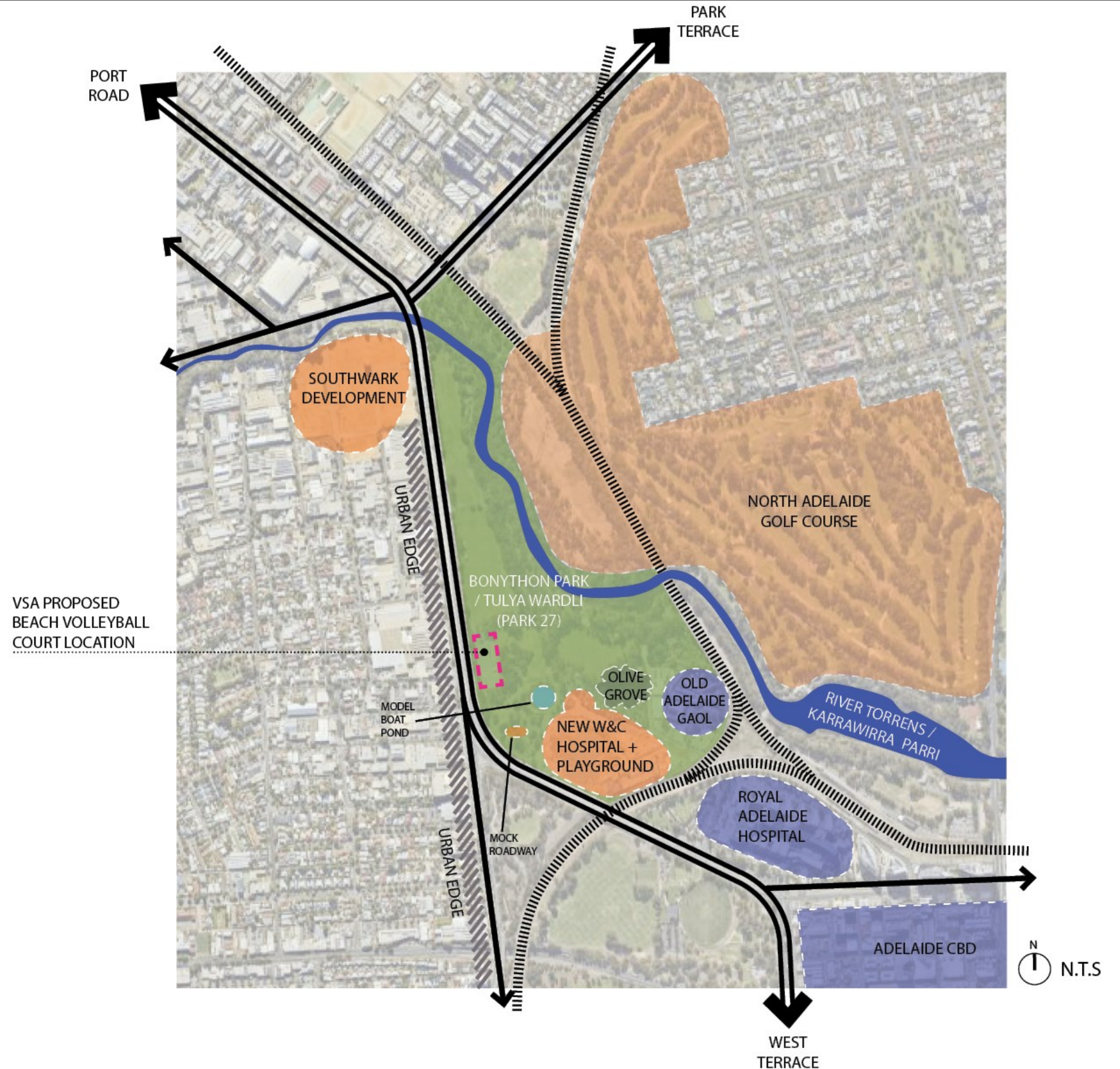
The proposed beach volleyball site is located within Bonython Park / Tulya Wardli (Park 27), on the north-western edge of the Adelaide Park Lands.

The new Women’s and Children’s Hospital is currently under construction to the south-east of the site, adjacent to the Royal Adelaide Hospital. In addition, the North Adelaide Golf Course will expand toward the north-east of the site as part of a State-funded initiative.

Bonython Park has strong transport connections, including nearby tram and train lines, the city ring route, and shared pedestrian and cycling paths along the River Torrens / Karrawirra Parri and Port Road.

Significant medium-density residential development is underway to the north-west at Southwark, with further development occurring in Bowden and Thebarton. This growing local population presents an opportunity for the proposed beach volleyball site to function as a broader community activity hub.

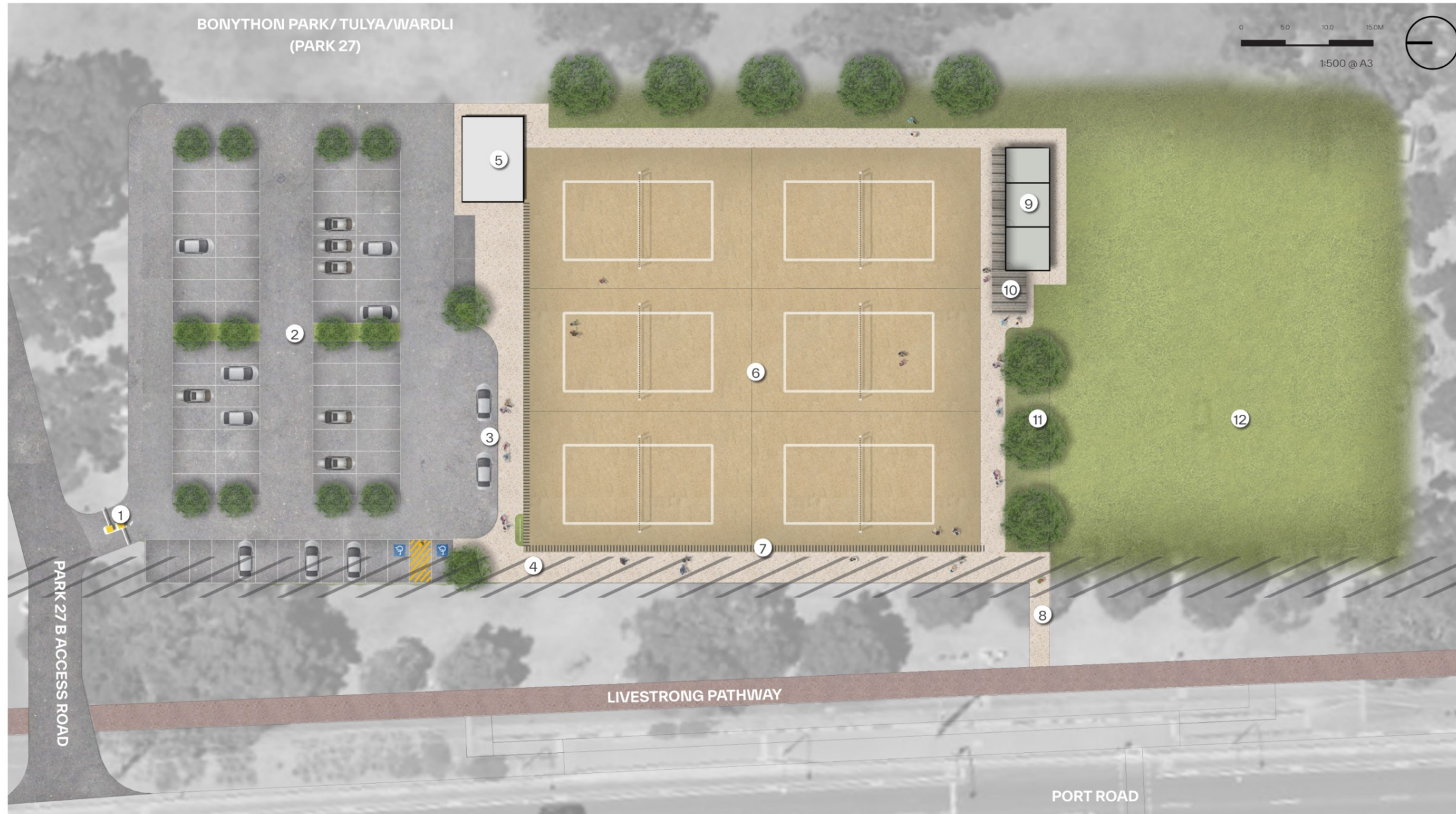
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# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## City Beach Concept Plan

On 14 October 2025, Council approved the City Beach Concept Plan (developed by Volleyball SA) to repurpose the former netball court site in Bonython Park / Tulya Wardli (Park 27) into a Beach Volleyball Facility (as shown below).



### LEGEND

-  Court Sand
-  Lawn
-  Exposed Aggregate Concrete
-  Asphalt
-  Livestrong Pathway
-  HV Electrical Easement (approximate)

1. Vehicle entrance to car park with boom gate for traffic management
2. Car park (approx 70 car spaces with DDA compliant spaces)
3. Coach pick up drop off area
4. Entrance from carpark
5. Maintenance shed and storage
6. 6 x National Standard Beach Volleyball Courts
7. Ball containment netting to Port Road and carpark (3.0-3.6m high)
8. Pedestrian path connection to Livestrong Pathway and Port Road
9. Toilet and changerooms facilities including ambulant amenities
10. 4x4m undercover area for VSA staff and players during competition (power provision from external wall of building)
11. New tree planting
12. Remediation of existing asphalt to lawn (return to Park Lands area)

## Strategic Context



### Adelaide Park Lands Management Strategy:

#### Goal 1 - Places and Spaces: Sport and Recreation

The Adelaide Park Lands will continue to provide for sport and recreation opportunities and prioritise open accessible spaces for the public to enjoy outside of programmed sport and recreation times.

Relevant Strategies:

- Strategy 1.2 Create places and attractions that set the Adelaide Park Lands apart.
- Strategy 1.6 Create spaces to accommodate cultural, sporting, artistic and recreational events of varying types and sizes that are planned and delivered to minimise environmental impacts and that promote active and public transport.
- Strategy 1.8 Strengthen the role of the Adelaide Park Lands as a regional destination for competitive sport and a variety of active and passive forms of recreation.

#### Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience

The Adelaide Park Lands are a place of natural beauty and Kaurna cultural significance.

Relevant Strategies:

- Strategy 3.12 Ensure sustainable water use across the Adelaide Park Lands.
- Strategy 3.17 Seek opportunities to increase greening and tree canopy.

#### Bonython Park Precinct Plan

- Creating appealing attractions and facilities that through collaboration between City of Adelaide, adjoining councils and the state government will be critical in facilitating greater use of the Precinct and providing valuable open spaces to these communities.
- Future Planning Consideration (23) - Investigate the removal of the former netball courts and return to a Park Lands Purpose – Park Land Purpose includes: The Adelaide Park Lands that reflect and support a diverse range of environmental, cultural, recreational and social values and activities that should be protected and enhanced.

#### Return Areas Schedule

Site 3 - Investigate opportunities to return to a Park Lands Purpose – removal of hardstand surface (High Priority 1-5 Years)

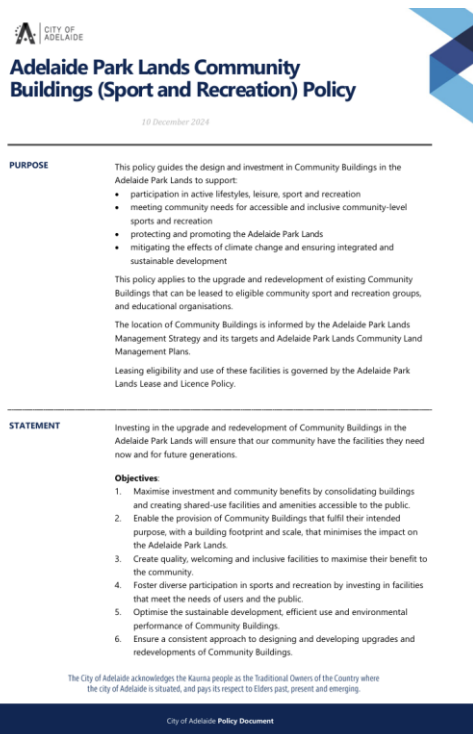
### Adelaide Park Lands Community Buildings (Sport and Recreation Policy):

#### Key Objectives (summarised)

- Create quality, welcoming and inclusive facilities to maximise community benefit.
- Maximise investment and community benefits.
- Enable the provision of community facilities that fulfil their intended purpose, with a building footprint and scale, that minimises the impact on the Adelaide Park Lands.
- Optimise the sustainable development, efficient use and environmental performance of community facilities.
- Ensure a consistent approach to designing and upgrading community facilities.

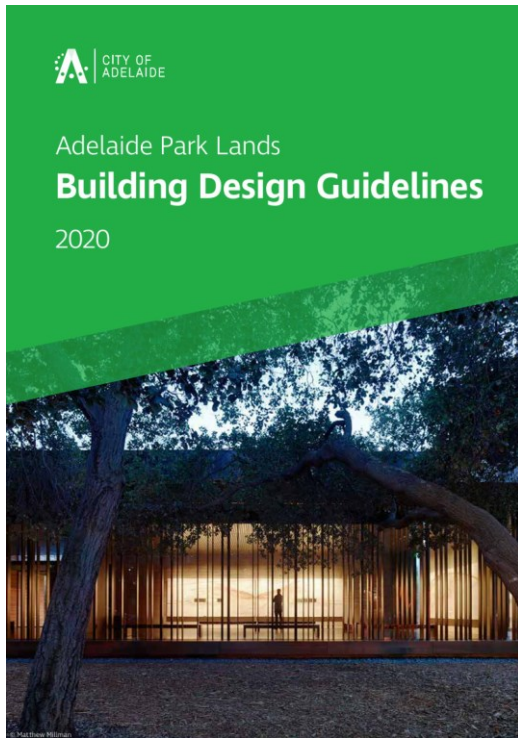


Adelaide Park Lands Management Strategy (Towards 2036)



Adelaide Park Lands Community Buildings (Sport and Recreation) Policy

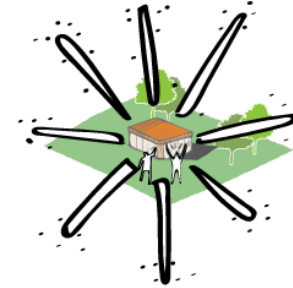
## Strategic Context



**1**  
Celebrate the quality, identity and cultural heritage of the Park Lands



**4**  
Be design exemplars



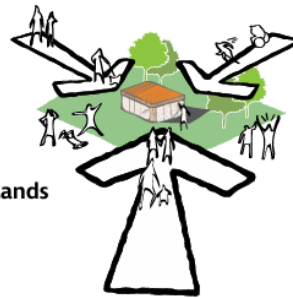
**2**  
Apply a “whole of park” approach



**5**  
Balance the visual impact of built form within the Park Lands



**3**  
Activate the Park Lands



**6**  
Design with sustainability and longevity in mind



Adelaide Park Lands Building Design Guidelines

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This strategic context has shaped the following design objectives to inform a siting analysis of the proposed beach volleyball facility in Bonython Park.

### Design Objectives:

- Establish new links and enhance existing connections to create better connectivity to the wider Park Lands and activity hubs and design infrastructure that supports active transport options.
- Consolidate buildings and create shared-use facilities and amenities accessible to the public.
- Minimise built form with flexibility to accommodate temporary infrastructure to support larger events.
- Utilise lightweight construction where practical.
- Design to maximise cooling effects, optimising shade and establishing a climate-resilient landscape.
- Include water-sensitive urban design elements.
- Incorporate building materials that reflect the natural setting of the Park Lands.



# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## Siting Options

### OPTION 2

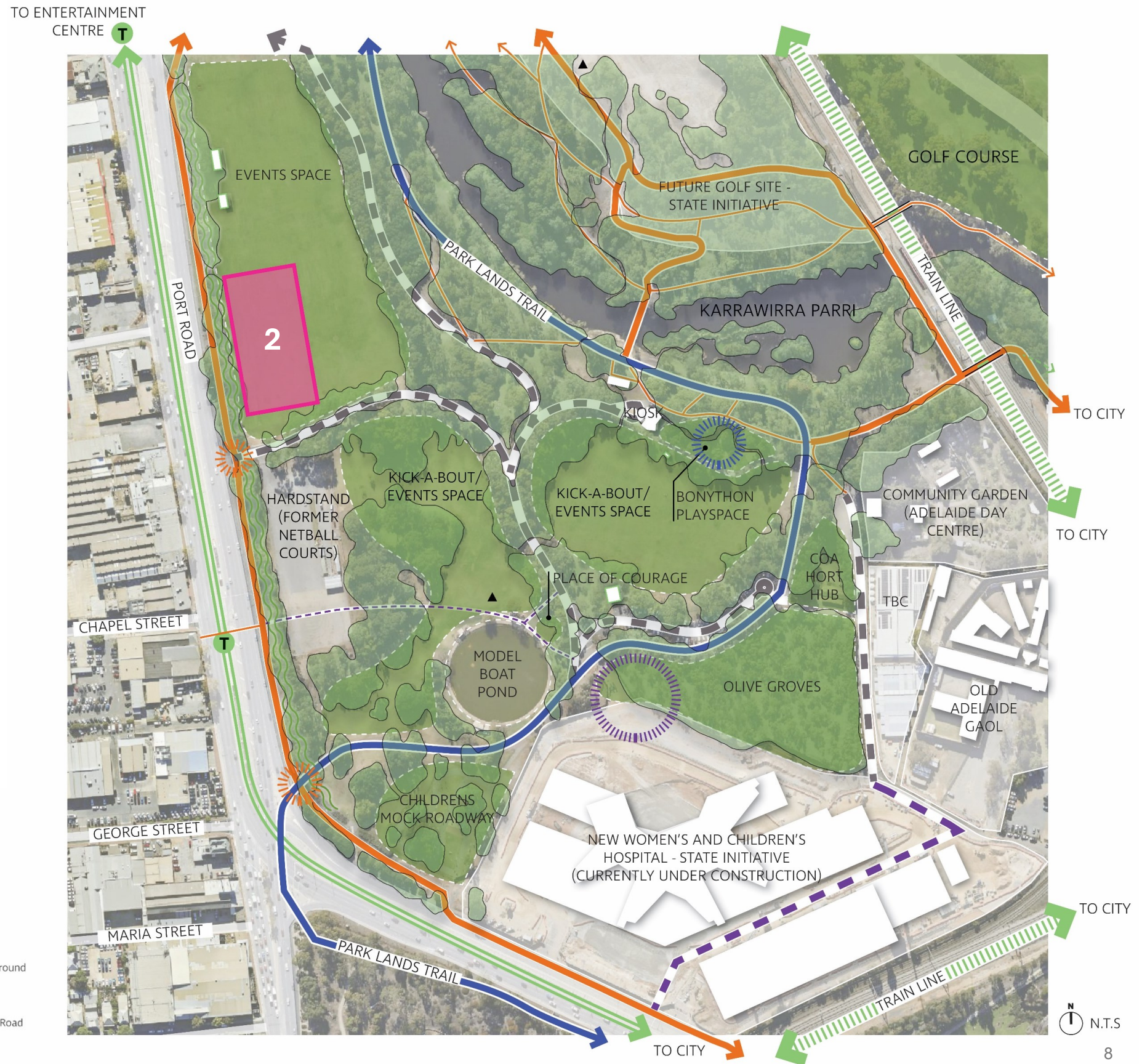
#### PROS

- Proximity to adjoining roadway (Port Road), providing natural surveillance
- Minimises vehicle movements by utilising existing roadway access/egress
- Proximity to public transport and active travel routes

#### CONS

- Loss of green space
- Increased hard stand footprint
- Impacts the programming of a popular event space
- May require screening
- Disconnect with other park amenities and activity nodes

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#### LEGEND

- |  |  |  |   |
|--|--|--|---|
|  | Site Extents for Proposed Beach Volleyball Facility and Car Park |  | Tram Line                                     |
|  | Parklands Trail  |  | Tram Stop                                     |
|  | Primary Cycle Route / Shared User Path                           |  | Train Line                                    |
|  | Trail  |  | Entry Statement                               |
|  | Tunnel / Underpass   |  | Existing Playspace                            |
|  | High Point   |  | Future Regional Playground - State Initiative |
|  | Tree Canopy  |  | Future Vehicle Access Road                    |
|  | Vegetation Buffer  |  | Proposed Future Trail                         |
|  | Vehicle Access Road  |  |   |

# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## Siting Options

### OPTION 3

#### PROS

- Partially removes and remediates existing hard stand area
- Proximity to adjoining roadway (Port Road), providing natural surveillance
- Proximity to public transport and active travel routes

#### CONS

- Loss of green space
- Impacts the programming of a popular event space
- Impacts existing vegetation, including loss of trees
- Disconnect with other park amenities and activity nodes
- Potential disruption to volleyball programming during larger events held in Bonython Park

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#### LEGEND

- Site Extents for Proposed Beach Volleyball Facility and Car Park
- Parklands Trail
- Primary Cycle Route / Shared User Path
- Trail
- Tunnel / Underpass
- High Point
- Tree Canopy
- Vegetation Buffer
- Vehicle Access Road
- Tram Line
- Tram Stop
- Train Line
- Entry Statement
- Existing Playspace
- Future Regional Playground - State Initiative
- Future Vehicle Access Road
- Proposed Future Trail



# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## Siting Options

### OPTION 5

#### PROS

- Proximity to other park amenities and activity nodes, including:
  - potential for utilising existing built form, including kiosk, public toilets and car parking
  - potential integration with existing playspace and links to future NWCH playspace
- Proximity to public transport and active travel routes

#### CONS

- Loss of green space
- Increased hard stand footprint
- Impacts the programming of a popular event space
- Impacts the kick-about space adjacent to the children’s playspace
- Potential disruption to volleyball programming during larger events held in Bonython Park
- Require additional park lighting for safe access and egress at night

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#### LEGEND

- |  |  |  |   |
|--|--|--|---|
|  | Site Extents for Proposed Beach Volleyball Facility and Car Park |  | Tram Line                                     |
|  | Parklands Trail  |  | Tram Stop                                     |
|  | Primary Cycle Route / Shared User Path                           |  | Train Line                                    |
|  | Trail  |  | Entry Statement                               |
|  | Tunnel / Underpass   |  | Existing Playspace                            |
|  | High Point   |  | Future Regional Playground - State Initiative |
|  | Tree Canopy  |  | Future Vehicle Access Road                    |
|  | Vegetation Buffer  |  | Proposed Future Trail                         |
|  | Vehicle Access Road  |  |   |





## Options Analysis

Design Objectives*	Option 1	Option 2	Option 3	Option 4	Option 5
<b>Enables safe and inclusive access</b>	Connected to internal and external roads, public transport (including tram), and cycle paths.	Connected to internal and external roads, public transport (including tram), and cycle paths.	Connected to internal and external roads, public transport (including tram), and cycle paths.	Requires additional pathways and roadways for connection.	Requires additional pathways and roadways for connection.
<b>Maximises community benefit</b>	Does not impact the programming of existing events.	Impacts a popular event space.	Impacts a popular event space.	Impacts a popular event space.	Impacts a popular event space and an informal kick-about area next to the children's play space.
<b>Reduces hardstand areas</b>	Removes existing netball courts.	Retains existing netball courts.	Removes a portion of the existing netball courts.	Retains existing netball courts.	Retains existing netball courts.  Opportunity to use the existing car parking area and building footprints.
<b>Consolidates built form</b>	Opportunity to integrate existing toilet facilities with beach volleyball amenities.	Opportunity to integrate existing toilet facilities with beach volleyball amenities.	Opportunity to integrate existing toilet facilities with beach volleyball amenities.	Opportunity to integrate existing toilet facilities with beach volleyball amenities.	Opportunity to consolidate existing kiosk and toilet facilities with beach volleyball facilities.
<b>Protects the Park Lands landscape, including no loss of trees</b>	Rehabilitates a deteriorated landscape and provides increased greening opportunities.	Reduction in green space.	Removal of trees and reduction in green space.	Likely to require significant excavation of the mound adjacent to the pond.  Removal of trees and reduction in green space.	Reduction in green space.

 Preferred Option

 Not Recommended

 Not Recommended

 Not Recommended

 Not Recommended

\* Design Objectives developed in alignment with strategic goals and objectives outlined on the 'Strategic Context' page.

## Opportunities and Constraints

### PREFERRED SITE – OPTION 1

A site analysis into the preferred site – Option 1, was undertaken, and the following was identified:

#### Existing Conditions

1. The site was previously utilised as a netball facility, supported by sports lighting and a community building.
2. Use of the netball courts ceased in 1997, and the light towers and community building were subsequently removed.
3. The remaining bituminised hardstand has since been used as an informal car park, providing capacity for approximately 340 vehicles.
4. The site is directly adjacent to a tram line and stop along Port Road.
5. A small vegetation buffer exists between Port Road and Bonython Park.
6. The Site is currently occupied by SA Water.

#### Opportunities

1. Reduce the expanse of hardstand and car parking.
2. Create a strong connection to active travel options.
3. Utilise existing trees for shade and wind protection.
4. Connect with the adjoining grassed kick-about areas.
5. Enhance the urban address.
6. Provide a broader community service through publicly accessible amenities.

#### Constraints

1. High voltage cables along the western edge require strict clearances.
2. Avoid creating a ‘barrier’ on entering the park from the southwest.
3. The site is surrounded by a significant number of mature native trees.



# Beach Volleyball Facility – Bonython Park / Tulya Wardli (Park 27)

## Recommendations and Refinements

### PREFERRED SITE – OPTION 1

Following the site analysis of the preferred site - Option 1, and taking into account the site constraints such as the high voltage cables on the west, existing trees on the east, and avoiding creating a 'barrier' on entering the park from the southwest, adjustments to the alignment and layout of facilities are recommended as shown:

Proposed car park with entry from existing roadway (no boom gate) and integrated WSUD elements.

Two proposed buildings to be consolidated into a single structure that is solar-ready and includes changerooms, kiosk, maintenance shed, bike racks/lock-up storage, publicly accessible toilets, seating, shade and drinking fountains.

Proposed beach volleyball courts.

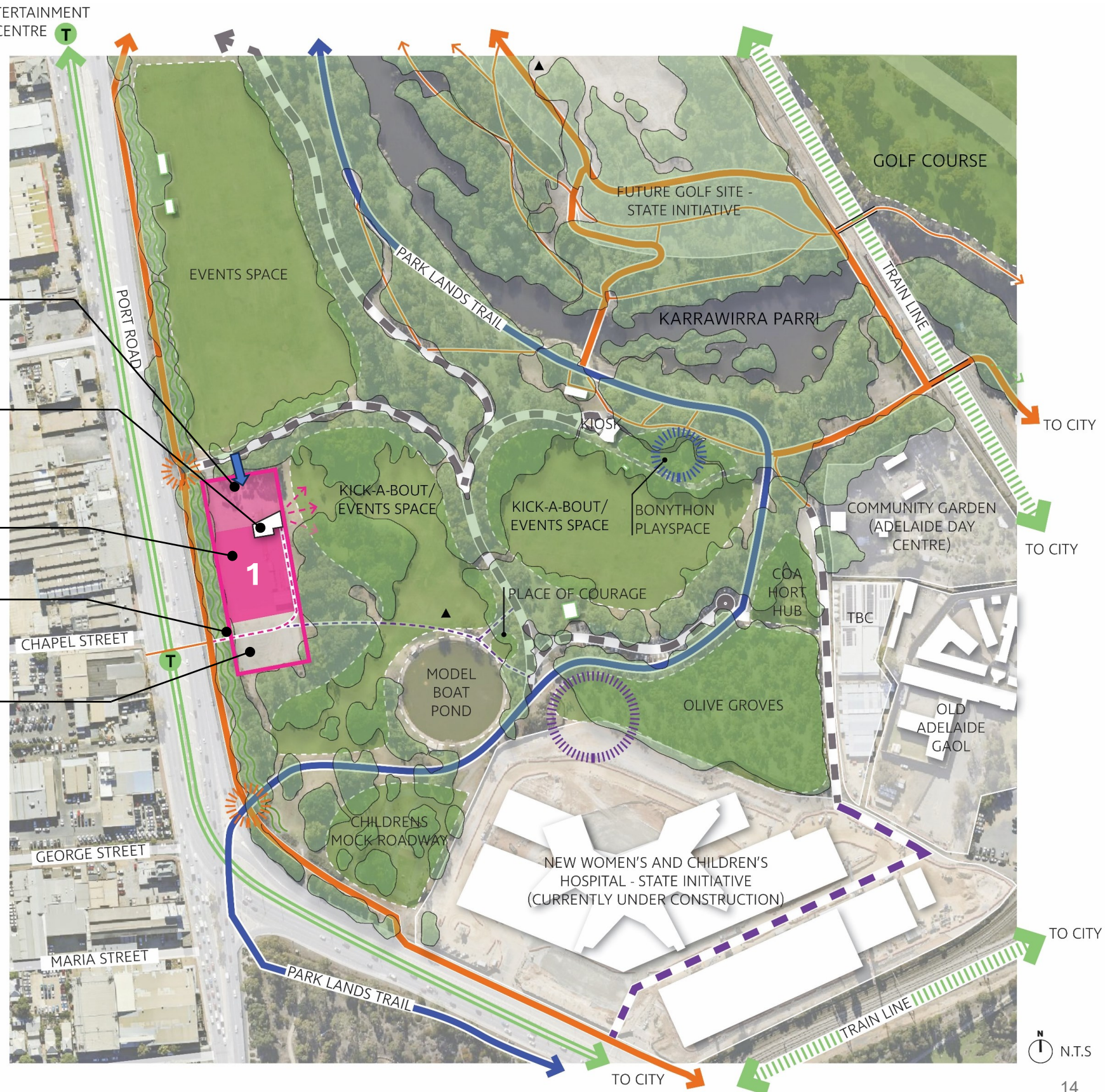
Proposed main entry point and path to connect the facility with the tram stop and cycleways, as well as other park features.

Area to be integrated back into Park Lands with surrounding landscapes (maintained by CoA).

**Review the overall provision of public amenities in Bonython Park / Tulya Wardli (Park 27).**

#### LEGEND

- |  |   |  |   |
|--|---|--|---|
|  | Site Extents for Proposed Beach Volleyball Facility, Car Park and Revegetation Area |  | Tram Line                                     |
|  | Parklands Trail   |  | Tram Stop                                     |
|  | Primary Cycle Route / Shared User Path  |  | Train Line                                    |
|  | Trail   |  | Entry Statement                               |
|  | Tunnel / Underpass  |  | Existing Playspace                            |
|  | High Point  |  | Future Regional Playground - State Initiative |
|  | Tree Canopy   |  | Future Vehicle Access Road                    |
|  | Vegetation Buffer   |  | Proposed Future Trail                         |
|  | Vehicle Access Road   |  |   |



## Findings

**The proposed Option 1 location for a beach volleyball facility within Bonython Park / Tulya Wardli (Park 27) is the preferred site.**

**This finding is based on:**

- Strong connections with public transport and active transport routes
- Close proximity to growing residential areas
- Use of existing hardstand (no new hardstand put into Park Lands)
- Location along an active park edge – benefits safety and visibility
- Alignment with design principles and objectives (slides 6 and 7)
- No impact on New Women’s and Children’s Hospital or potential future Golf Course expansion
- Enables future enhancements of Bonython Park areas
- Can operate concurrently with events held in Bonython Park

**Next Steps:**

Council Administration will work with VSA as they finalise a detailed design for the beach volleyball facility in Bonython Park, incorporating the findings of this Site Plan Concept Report.

