



# Kadaltilla

Park Lands Authority



Board Meeting Agenda  
Thursday 28 April 2022 at 5:30 PM  
Colonel Light Room, Adelaide Town Hall

# Kadaltilla / Park Lands Authority

Board Meeting Agenda, Thursday, 28 April 2022 Thursday, 28th April, 2022, at 5.30 pm  
Colonel Light Room, Adelaide Town Hall

Membership	The Lord Mayor 4 other members appointed by the Council 5 members appointed by the Minister
Quorum	6
Presiding Member	The Right Honourable the Lord Mayor, Sandy Verschoor
Deputy Presiding Member	Kirsteen Mackay
Board Members	Allison Bretones Rob Brookman AM Councillor Helen Donovan ( <i>Gazettal of Appointment pending</i> ) Ashley Halliday Stephanie Johnston Craig Wilkins Ben Willsmore
Proxy Board Members	Councillor Arman Abrahamzadeh Professor Emeritus Damien Mugavin

## Agenda

## Purpose

### 1. Welcome and Opening

#### 1.1 Acknowledgement of Country

At the opening of the Board Meeting, the Board member presiding will state:

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

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

#### 1.2 Apologies

Board Member -

Allison Bretones

Board Member -

Rob Brookman AM

To Note

#### 1.3 Confirmation of Minutes

That the Minutes of the meetings of the Board of the Adelaide Park Lands Authority held on 24 February 2022 and 31 March 2022 be taken as read and be confirmed as an accurate record of proceedings.

To Confirm

### 2. Conflict of Interest

To Note

### 3. Presiding Member Report (verbal)

To Note

<b>4. Representations (verbal)</b>	To Inform	
<b>4.1</b> Adelaide Botanic High School Expansion		
<b>5. Items for Board Decision</b>		
<b>5.1</b> Project Plan for Review of Adelaide Park Lands Management Strategy	To Approve	4 - 29
<b>5.2</b> Kadaltilla / Park Lands Authority New Logo	Advise CoA	30 - 33
<b>5.3</b> Gladys Elphick Park / Narnungga (Park 25) – Eastern Mound Redevelopment	Advise CoA	34 – 58
<b>5.4</b> Draft Park Lands Lease and Licence Policy	Advise CoA	59 – 72
<b>5.5</b> City of Adelaide Park Lands Budget	To Note	73 - 82
<b>5.6</b> Torrens River / Karrawirra Parri Restoration Proposal	To Note	83 - 89
<b>6. Items for Board Discussion</b>		
<b>6.1</b> Associate Director Update	To Inform	
<b>7. Items for Noting</b>		
<b>8. Other Business &amp; Meeting Close</b>		
<b>8.1</b> Ms Stephanie Johnston - Progress Updates - Heritage Management Plan project and the World Heritage project	To Discuss	
<b>Next meeting</b> – Thursday 26 May 2022	To Note	

## Kadaltilla / Park Lands Authority

### Project Plan for Review of Adelaide Park Lands Management Strategy

Thursday, 28 April 2022  
Board Meeting

**Author:**

Sarah Gilmour, Associate  
Director Park Lands, Policy &  
Sustainability

Public

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### Purpose

To seek the approval of Kadaltilla / Park Lands Authority (Kadaltilla) for a project plan for the review of the Adelaide Park Lands Management Strategy 2015 - 2025 (APLMS) pursuant to the *Adelaide Park Lands Act 2005 (SA)*, which requires Kadaltilla to undertake a comprehensive review of the APLMS at least once in every 5 years.

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### Recommendation

That Kadaltilla / Park Lands Authority:

1. Approves the draft project plan, included as Attachment A to Item 5.1 on the Agenda for the meeting of the Board of Kadaltilla / Park Lands Authority held on 28 April 2022, for the review of the Adelaide Park Lands Management Strategy.
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## Implications

Adelaide Park Lands Management Strategy 2015-2025	<a href="#">Adelaide Park Lands Management Strategy 2015-2025</a> The <i>Adelaide Park Lands Act 2005 (SA)</i> requires Kadaltilla to undertake a comprehensive review of the Adelaide Park Lands Management Strategy (APLMS) at least once in every 5 years. The current APLMS was finalised in August 2017.
APLA 2020-2025 Strategic Plan	<a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a> <a href="#">Management and Protection</a> <i>“Review and improve the Adelaide Park Lands Management Strategy, which includes prioritisation of projects”.</i>
Policy	Not as a result of this report
Consultation	Stakeholder and community consultation is required and reflected in the proposed project plan. A communication and engagement strategy will also be developed.
Resource	Not as a result of this report
Risk / Legal / Legislative	The requirements for the review of the Adelaide Park Lands Management Strategy are identified in the <i>Adelaide Park Lands Act 2005</i> .
Opportunities	To provide a refreshed and re-focussed Adelaide Park Lands Management Strategy.
City of Adelaide Budget Allocation	\$50,000 in 2021/2022
Life of Project, Service, Initiative or (Expectancy of) Asset	5 Years
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	A State Government funding contribution will be sought for review of the APLMS.

## Discussion

1. The current Adelaide Park Lands Management Strategy 2015 - 2025 (APLMS) was adopted by the Adelaide Park Lands Authority in May 2016, the City of Adelaide in December 2016 and by the Minister for the City of Adelaide in August 2017.
2. In accordance with the requirement in the *Adelaide Park Lands Act 2005*, the Kadaltilla / Park Lands Authority (Kadaltilla) must undertake a comprehensive review of the APLMS at least once in every 5 years. This review should therefore commence in 2022.
3. Preliminary workshops concerning the review were undertaken with Kadaltilla in August and October 2020. The feedback from Kadaltilla in October 2020 was:
  - 3.1. There is no requirement for a complete re-write of the existing document, and a review is sufficient.
  - 3.2. The review should focus on delivery plans, short and medium term
  - 3.3. There is an opportunity for a short-form version of APLMS – for ease of use
  - 3.4. There is a need for a more complete audit of what the existing APLMS has achieved
  - 3.5. An opportunity exists to integrate a Heritage Management Plan into the APLMS, as required for the National Heritage Listing.
4. At the Kadaltilla meeting in November 2021, a presentation was provided which analysed actions from the current APLMS that have been completed, partially completed, or remain to be completed.
5. At the Kadaltilla meeting on 24 February 2022, the Board discussed aspects of an updated APLMS. Comments included:
  - 5.1. A need to undertake visioning to underpin the review, and test whether the overall vision is still compelling and powerful.
  - 5.2. Consider the APLMS from broad perspectives (political, economic, social, technological, legal, environmental)
  - 5.3. The review provides an opportunity to draw inspiration from Light's vision; not just the grid layout but the intent for the Park Lands
  - 5.4. Look to other parks such as Central Park, New York and those in Kyoto for examples of strategic governance of park land cities
  - 5.5. Undertake a contemporary check of the plan, with specific lens on societal changes, for example: updated understanding of climate change, health and wellbeing of cities and consideration of Covid-19, better consideration of Kaurna relationship to Country and political influences
  - 5.6. Identify practical step-shift changes that will improve management of the Park Lands
  - 5.7. Identify a pipeline of projects, infrastructure, and investment
  - 5.8. Identify key areas to return to Park Lands as provided for under the Act
  - 5.9. More visual approaches to communicating the plan such as use of spatial mapping and creating overlays of key contextual information
  - 5.10. Consider a more agile strategy presentation; interactive and electronic
  - 5.11. Apply contextual criteria to establish clear priorities for the APLMS
  - 5.12. There is a risk of being too granular
  - 5.13. All legislative obligations should be met in the updated APLMS
  - 5.14. State involvement in the process is a high priority
  - 5.15. Consider the use and timing of the annual community forum as part of the project's consultation requirements.
6. A comprehensive Project Plan (**Attachment A**) has been developed and condensed into a one-page summary (can be found in Link 1 [here](#)) for ease of reference. It is recommended that the Board approve this project plan and the proposed approach to the review it identifies. The project plan includes a timeframe and identifies that the purpose of the review is to:
  - 6.1. Undertake a comprehensive review of the APLMS 2015-2025 as required under *the Adelaide Park Lands Act* (2005), focusing on high-value and prioritised Park Land projects and outcomes.

- 6.2. Identify goals, set priorities, and identify strategies with respect to the management of the Adelaide Park Lands
  - 6.3. Develop focussed, measurable and prioritised Park Land projects and outcomes.
  7. The project plan summary sets project objectives, including:
    - 7.1. Create a compelling global vision for the Park Lands
    - 7.2. Undertake a contemporary review and identification of key contextual drivers, challenges and opportunities for managing the Park Lands
    - 7.3. Identification of step-change/big moves that respond to the contemporary context
    - 7.4. Prioritisation of key projects, infrastructure and investments that can deliver the step changes
    - 7.5. Visual and spatial communication of the APLMS with a greater focus on digital formats
    - 7.6. Meaningful engagement with, and participation by, State Government, Council and Kaurna
    - 7.7. Integrate Park Land planning with State, Region and Council strategic agendas.
  8. In addition, the project aims to achieve:
    - 8.1. Review the current APLMS 2015-2025 against the requirements of the Act and against Kadaltilla's Strategic Plan
    - 8.2. Support for Kadaltilla to identify goals, set priorities, and identify strategies with respect to the management of the Adelaide Park Lands
    - 8.3. Integration of Park Land and city planning.
  9. The project is targeting completion in July 2023. Key milestones and target dates include:
    - 9.1. A community forum in August 2022
    - 9.2. Draft APLMS by February 2023
    - 9.3. Community and stakeholder engagement by April 2023
    - 9.4. Final draft APLMS for Kadaltilla consideration by May 2023.
  10. The date of the community forum is proposed to be earlier than previously held (due by end October) due to the local government elections in 2022. The date of the community forum is subject to a future resolution of the Board.
  11. It is proposed that the project is delivered within Council staff resources as directed by Kadaltilla. A State funding contribution will be sought pending Kadaltilla approval of the project plan.
  12. Delivery of information and opportunities for Board input and direction will be provided through reporting to regular meetings, presentations and workshops, site visits and through the Kadaltilla portal.
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## Attachments

### **Attachment A – Project Plan for the review of the Adelaide Park Lands Management Strategy**

- END OF REPORT -

# PROJECT PLAN

Comprehensive Review of the Adelaide Park Lands Management Strategy







# PROJECT PLAN

Comprehensive Review of the Adelaide Park Lands Management Strategy

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	Date	Author	Description
1	19.01.2022	Park Lands Planning	Recast Project Plan for the Comprehensive Review of the APLMS
2	16.03.2022	Park Lands Planning	Update following internal review
3	25.03.2022	Park Lands Planning	Transfer to Indesign

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A photograph of a curved walkway with a metal railing overlooking a river. The walkway is paved and curves to the right. The railing is made of dark metal with vertical bars. The background is filled with lush green trees and a blue sky with white clouds. The text '01\_INTRODUCTION' is overlaid in large white letters.

**01\_INTRODUCTION**

**02\_DESCRIPTION**

**03\_SPECIFICATION**

# 01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

## Kadaltilla / Adelaide Park Lands Authority

The Adelaide Park Lands Authority (the Authority) was established under section 5 of the *Adelaide Park Lands Act* (2005) (the Act) and is a Subsidiary of the Adelaide City Council under section 42 of the *Local Government Act* (1999). While the name of the Subsidiary is the Adelaide Park Lands Authority, the Authority is branded as 'Kadaltilla / Park Lands Authority' (Kadaltilla). Kadaltilla is the Kaurna word meaning 'greenspace'

Kadaltilla is governed by a Board of 10 members (the Board), with the Lord Mayor of the City of Adelaide as Presiding Member. The Board has a skills-based membership, representing knowledge and experience across:

- » Biodiversity or environmental planning or management
- » Recreation or open space planning or management
- » Cultural heritage conservation or management
- » Landscape design or park management
- » Tourism or event management
- » Indigenous culture or reconciliation
- » Financial management
- » Local government.

The Board is charged with the responsibility of delivering and reviewing the Adelaide Park Lands Management Strategy (APLMS) as defined by the Act.

Operation of the Act is guided by a set of statutory principles. These principles also provide a relevant guide for the comprehensive review of the Adelaide Park Lands Management Strategy.

## Adelaide Park Lands Authority 2020 – 2025 Strategic Plan

In 2020, the Board published a Strategic Plan for Kadaltilla outlining its purpose, guiding principles, governance objectives, key actions and measures of success. The Strategic Plan is explicit regarding the opportunity to improve the existing APLMS as part of the current review.

### Key Action

- » Review and improve the Adelaide Park Lands Management Strategy which includes prioritisation of projects.

### Measures of Success

- » An updated Adelaide Park Lands Management Strategy in an easy-to-use format with a series of (measurable and achievable) prioritised projects.

The Strategic Plan provides further direction for the review and update of the APLMS, including

- » Conduct a landscape review to inform the next Adelaide Park Lands Management Strategy (measure of success)
- » Adelaide Park Lands Management Strategy informs Planning and Design Code and related policy for the Park Lands (measure of success)
- » Meetings with adjoining Councils to discuss Adelaide Park Lands Management Strategy and other current Park Lands usage related policy (measure of success).





# 01 INTRODUCTION

## THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

### APLMS 2105-2025

The current APLMS is a comprehensive action-level document that was informed by over 1,500 community engagement participants. It is framed by:

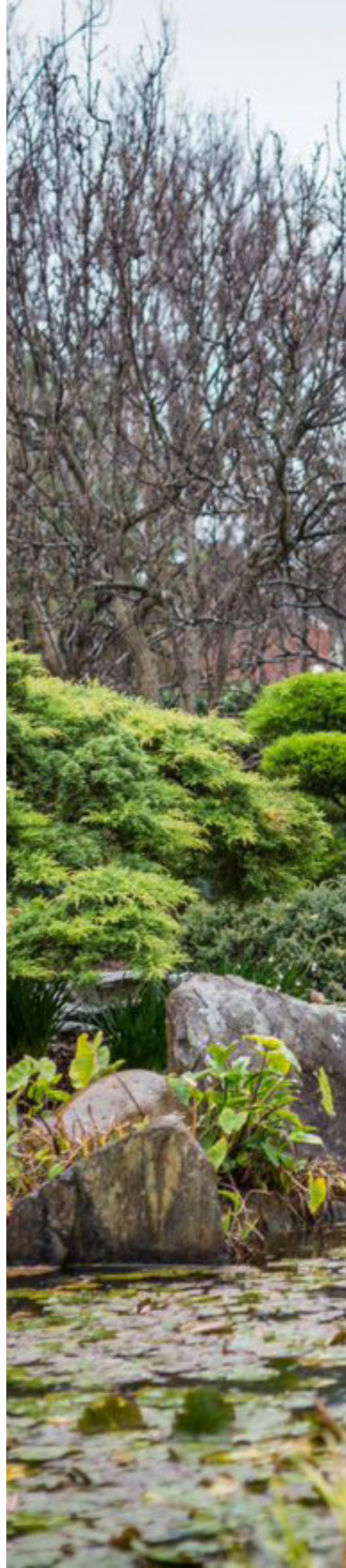
- » Seven objectives
- » Five outcomes
- » 29 Strategies and 79 Actions
- » A spatial planning approach that defines landscape types, hub types and movement types across the Park Lands
- » 19 Park Land precincts, squares and gardens with 177 prioritised actions (key moves).

An indicative review of completion undertaken in 2021 identified that 17% of the key moves have been implemented, 22% were in progress, 46% had not been commenced and 15% were recommended for review.

### Kadaltilla APLMS Feedback

At its meeting on 24 February 2022, Kadaltilla discussed aspects of an updated APLMS. Key commentary included:

- » Visioning to underpin the review, is the overall vision still compelling and powerful?
- » Consider the APLMS from broad perspectives (political, economic, social, technological, legal, environmental)
- » Draw inspiration from Light's vision; not just the grid layout but the intent for the Park Lands
- » Look to global locations for examples of strategic governance of park land cities
- » Undertake a contemporary check of the plan, with specific lens on societal changes, for example: updated understanding of climate change, health and wellbeing of cities and consideration of Covid-19, better consideration of Kaurna relationship to Country and political influences
- » Identify practical step-shift changes that we need to move forward and identify a pipeline of projects, infrastructure and investment
- » Identify key areas to return to Park Lands as provided for under the Act
- » More visual approaches to communicating the plan such as use of spatial mapping and creating overlays of key contextual information. Also consider a more agile strategy presentation; interactive and electronic
- » Apply contextual criteria to establish clear priorities for the APLMS
- » There is a risk of being too granular
- » All legislative obligations should be met in the updated APLMS
- » State involvement in the process is a high priority
- » Consider the use and timing of the annual community forum as part of the project's consultation requirements.





# 01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

## City of Adelaide Strategic Plan 2020 - 2024

The City of Adelaide has a vision to be the most liveable city in the world. The Park Lands form an important part of the City's landscape, identity and liveability. As a result, the Park Lands, planning for and management of, form an important part of the City of Adelaide's Strategic Plan:

**Outcome 1:** Thriving Communities. Our Park Lands are the lungs of the City. Their Local and National importance will underpin how our community can access these green spaces for recreation, respite and entertainment to improve their health and wellbeing through sport and recreation, events and festivals, and connection with nature.

**What we want:** Increase community use of and access to the Adelaide Park Lands.

**How we will do it:** Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences.

**Outcome 3:** Dynamic City Culture. Strengthening efforts toward heritage protection and promotion, facilitating greater use of the Park Lands, and fostering our arts and creative industries.

**How we will do it:** Pursue world and state heritage listing for the Adelaide Park Lands and city layout.

**Outcome 4:** Environmental Leadership. Enhancing biodiversity in the City and Park Lands will help to mitigate some of the effects of climate change on the community and the environment. The planting of trees and other greenery increases canopy cover and reduces the urban heat island effect.

**How we will do it:** Enhance biodiversity in the Park Lands and connect our community to nature; and protect and conserve the heritage listed Adelaide Park Lands.

## Green Adelaide Regional Landscape Plan 2021-2026

Green Adelaide is the primary State agency stakeholder for the APLMS. Green Adelaide is working towards a vision of a cooler, greener, wilder and climate-resilient Adelaide that celebrates its unique culture.

As part of the *Landscape South Australia Act 2019*, Green Adelaide is required to prepare a five-year Regional Landscape Plan. The Regional Landscape Plan sets the strategic direction for Green Adelaide between 2021 and 2026, and is supported by a business plan that sets the operational program each financial year.

Key priority areas and measures for alignment with an updated APLMS include:

- » Tree canopy and green cover
- » Urban heat mapping
- » Fauna, flora and ecosystem health in the urban environment.

There are multiple State Agencies that own or occupy land that form part of the Adelaide Park Lands, these agencies form project stakeholders.



# 01 INTRODUCTION

THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

## 30 Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide (first prepared in 2010) describes the State's plan for how Adelaide should grow to become more liveable, competitive, and sustainable.

The Plan outlines policies, strategies, actions, and case studies to shape the urban form and function of the Adelaide CBD and Greater Adelaide.

The 2017 update of the 30 Year Plan identifies that the CBD will continue to be the primary focus of a walkable urban form, with more residents and mixed-use development, and that the Adelaide Park Lands will become the new backyard and meeting place for locals and visitors.

### Adelaide City Centre

Reinforce and enhance Adelaide's reputation as a liveable and vibrant place. Enhancing our Park Lands will support the envisioned increased population and higher density living in the city by providing greater diversity in recreational, cultural and social activities. The Park Lands will also function as a key connection for walking and cycling routes.

**Policy 23.** Reinforce the role of the Park Lands as a major recreational, sporting, tourism, natural and open-space asset destination for the city and metropolitan Adelaide that connects the city to the suburbs.

**Action 9.** Deliver demonstration projects in the Park Lands that help create a liveable city, provide for a range of activities and link the city to the suburbs.

The 30 Year Plan for Greater Adelaide is scheduled for review commencing in 2022.



# 01 INTRODUCTION

## THE CLIENT STRATEGIC CONTEXT PROJECT CONTEXT

### Government Election Policies

In the lead up to the State Election 2022, the major parties (Liberal and Labor) released policy statements regarding future initiatives and investment across a range of portfolios. Some clear statements have been made regarding the Adelaide Park Lands that should be taken into consideration in developing the APLMS.

### Labor Election Policies

Labor's pre-election commitments affecting the Adelaide Park Lands, include:

- » Protect Adelaide's unique Park Lands by:
  - Restoring full protection to Helen Mayo Park
  - Investigating the creation of an uninterrupted walk, run and cycle circuit around the Park Lands
  - Bring back the Adelaide 500
  - New Adelaide Aquatic Centre.

### Annual Community Forum

The Kadaltilla Charter requires an Annual Community Forum to be held by the end of October in each year at a place and time determined by resolution of the Board.

Notice of the Annual Community Forum must be given to Board Members and accessible by the public at least 21 days prior to the scheduled date.

The previous community forum was held 23 October 2021. Approximately 100 people participated in person on the day and 83 people participated in online engagement.

### Key Findings

*What do you love or value about the Adelaide Park Lands?*

A majority of respondents valued/loved the open character and green spaces of the Park Lands.

*What does or would inspire you to spend more time in the Adelaide Park Lands?*

A majority of respondents were inspired by trees/vegetation, open spaces, outdoor events, and recreation or passive activities (picnicking, walking, cycling, community gardening).

*What is your vision for the Adelaide Park Lands?*

The most preferred places in the Park Lands were:

- » Bonython Park/Tulya Wardli (Park 27)
- » Victoria Park/Pakapakanthi (Park 16)
- » Veale Park/Walyu Yarta (Park 21)
- » G S Kingston Park/Wirrarninithi (Park 23)
- » River Torrens/Karrawirra Pari (Park 12)
- » Adelaide Oval/Tarntanya Wama (Park 26).

### Kaurna Heritage

The Adelaide Plains are the traditional lands of the Kaurna people, stretching from Port Broughton down to Cape Jervis. Kaurna actively manage the land and live off the land and waterways of the region.

The main square in the heart of the city is known as Victoria Square/Tarntanyangga, reflecting the Kaurna name for the area- Tarntanyangga - which means Red kangaroo dreaming.

Similarly, the river is named River Torrens/Karrawirra Parri, reflecting the Kaurna name meaning Redgum forest. All 29 parks and significant heritage sites across the city and Park Lands have been assigned a Kaurna name.

### Concurrent Projects

Concurrent City of Adelaide projects represent opportunities for alignment with the APLMS as follows:

- » City Plan
- » City Access Strategy
- » Community Land Management Plans.





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# 02 DESCRIPTION

## PROJECT DETAILS

### Project Name

Comprehensive Review of the Adelaide Park Lands Management Strategy 2015-2025 (the Project).

### Purpose

- » Undertake a comprehensive review of the APLMS 2015-2025 as required under the *Adelaide Park Lands Act* (2005) (the Act).
- » Identify goals, set priorities, and identify strategies with respect to the management of the Adelaide Park Lands.
- » Develop focussed, measurable and prioritised Park Land projects and outcomes.

### Project Objectives

- » Create a compelling global vision for the Park Lands.
- » Undertake a contemporary review and identification of key contextual drivers, challenges and opportunities for managing the Park Lands.
- » Identification of step-change/ big moves that respond to the contemporary context.
- » Prioritisation of key projects, infrastructure and investments that can deliver the step changes.
- » Visual and spatial communication of the APLMS with a greater focus on digital formats.
- » Meaningful engagement with, and participation by, State Government, Council and Kaurana.
- » Integrate Park Land planning with State, Region and Council strategic agendas.

### Outcomes

- » Delivery of an updated Adelaide Park Lands Management Strategy in an easy-to-use format with a series of (measurable and achievable) prioritised projects.
- » Effective stakeholder engagement and support for the vision and plan for the Park Lands.
- » Enhanced community awareness of the challenges and opportunities facing the Park Lands.
- » Greater integration of Park Lands in broader strategic agendas.

### Key Milestones and Outputs

The key milestones and deliverables at each stage of the project are summarised as:

April 2022	<b>1. Project Start Up</b> <ul style="list-style-type: none"> <li>» Agreed project plan for an updated APLMS</li> <li>» Engagement plan</li> </ul>
June 2022	<b>2. Contemporary Drivers</b> <ul style="list-style-type: none"> <li>» Stakeholder engagement and engagement report</li> <li>» Committee briefing</li> <li>» Stakeholder presentations to Kadaltilla</li> <li>» Park Lands projects tour</li> <li>» Strategic agenda papers</li> </ul>
October 2022	<b>3. Compelling Vision and Step-Changes</b> <ul style="list-style-type: none"> <li>» Kadaltilla vision and step-change workshop</li> <li>» Key project identification</li> <li>» Park Land tour of new priority projects</li> <li>» Community forum</li> </ul>
February 2023	<b>4. Draft APLMS</b> <ul style="list-style-type: none"> <li>» Draft APLMS</li> <li>» APLMS design proposals</li> <li>» APLMS format proposals</li> </ul>
April 2023	<b>5. Community and Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>» Council briefing</li> <li>» Engagement materials</li> <li>» Engagement program and engagement report</li> <li>» Stakeholder presentations to Kadaltilla</li> </ul>
July 2023	<b>6. Final APLMS</b> <ul style="list-style-type: none"> <li>» Council briefing</li> <li>» Final APLMS</li> <li>» Council adoption of APLMS</li> <li>» State adoption of APLMS</li> </ul>

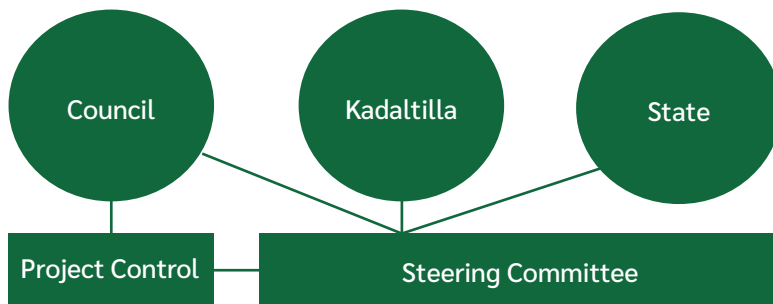
# 02 DESCRIPTION

## PROJECT DETAILS

### Project Governance and Delivery

Kadaltilla has overall responsibility for the comprehensive review of the APLMS. It has engaged the City of Adelaide to resource and carry out the delivery of the project. State Government (through Green Adelaide) is an important project participant, stakeholder and partner. Delivery of information and opportunities for Board input and direction will be provided through reporting to regular meetings, presentations and workshops, site visits and through the Kadaltilla portal.

The relationship is illustrated below:



As the agency engaged to deliver the comprehensive review of the APLMS, Council’s governance and delivery roles for the project can be summarised by the table below:

Council Role	Project Role
Director City Shaping (0.1FTE)	» Project Sponsor and Executive Liaison
Associate Director Park Lands, Sustainability and Policy (0.2FTE)	» Project Control » Review and authorisation of external content » Stakeholder liaison
Kadaltilla Advisor (0.5FTE)	» Project Lead » Project scheduling » Project reporting (risks, issues, budget, procurement, progress, variations etc.) » Stakeholder liaison » Procurement » Kadaltilla reports » Consultant/contractor management
Manager Park Lands and Sustainability (0.1FTE)	» Project resourcing and accountability » Budget management » Council reports and Committee briefings
Park Lands Planning team (0.5 FTE)	» Project team coordination » Council reports and Committee briefings » Stakeholder liaison » Project support









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# 03 SPECIFICATION

## PROJECT BREAKDOWN PROJECT ADMINISTRATION

### Work Breakdown Structure

The work breakdown structure to deliver each of the milestones is summarised below.

#### 1. Project Start Up (April 2022)

*To agree the scope of work for the review, the timing and indicative program of work involved, and the desired final document/product.*

##### 1.1 Review of the APLMS against the Act

- » Assessment of the current APLMS achievements
- » Deliver APLMS review findings to Board members
- » Summary of review findings to be available on the Kadaltilla portal.

##### 1.2 Project planning

- » Draft a project plan
- » Draft engagement plan
- » Commence Your Say project portal and general project promotion.

##### 1.3 State and local government agreement

- » Report to Kadaltilla to confirm the project plan
- » Council to receive Kadaltilla advice
- » Letter to be written seeking State government contribution.

##### Deliverables

- » Agreed project plan for an updated APLMS
- » Engagement plan.

#### 2. Contemporary Drivers (May – June 2022)

*Identify key contemporary drivers to understand the contextual factors influencing the Park Lands.*

##### 2.1 Research and analysis

- » Undertake research and analysis on the contemporary drivers and contextual factors influencing an updated APLMS.
- » Undertake a site tour of APLMS achievements to allow Board member immersion in outcomes and start to inform future priorities.

##### 2.2 Stakeholder engagement

- » Undertake internal stakeholder engagement
- » Undertake targeted external engagement (including Kaurna)
- » Workshop May 17 Council Committee
- » Invite Green Adelaide to present to May meeting of Kadaltilla.

##### 2.3 Establish the Park Lands strategic agendas

- » Develop a concise summary of contemporary issues and opportunities
- » Report to Kadaltilla June meeting and workshop on the contemporary issues and opportunities
- » Develop lines of enquiry for key stakeholders
- » Report to Kadaltilla June meeting recommending external consultation and community forum date and location(s).

##### Deliverables

- » Stakeholder engagement and engagement report
- » Committee briefing
- » Stakeholder presentations to Kadaltilla
- » Park Lands projects tour
- » Strategic agenda papers.

# 03 SPECIFICATION

## PROJECT BREAKDOWN PROJECT ADMINISTRATION

### 3. Compelling Vision and Step-Changes (July – October 2022)

*Craft a succinct and compelling vision for the future of the Adelaide Park Lands and identify key step-changes in consultation with stakeholders and the community.*

#### 3.1. Craft a draft Vision

- » Workshop with, and report to, the Board on the vision and step-change opportunities (July)
- » Craft a draft vision and key projects.

#### 3.2. Engagement materials

- » Procure an engagement specialist to prepare, carry out and report on the Community Forum
- » Prepare engagement materials in accordance with Engagement Plan.

#### 3.3. Community forum 2022

- » Seek Kadaltilla decision on community forum date
- » Prepare a community forum
- » Hold community forum (August 2022)
- » Prepare community forum summary report.

#### 3.4. Pipeline of priorities

- » Targeted ground-truthing of key priorities with State agencies
- » Procure high-level investigations into priority feasibility/considerations
- » Undertake a Park Lands tour highlighting the priorities and other opportunities with the Board
- » Report to Kadaltilla (October 2022).

#### Deliverables

- » Kadaltilla vision and step-change workshop
- » Key project identification
- » Park Land tour of new priority projects
- » Community forum.

### 4. Draft APLMS (October 2022 – February 2023)

*Draft the APLMS and explore opportunities for digital plan production.*

#### 4.1. Draft an updated APLMS

- » Review and incorporate all requirements of the Act
- » Build the draft APLMS structure and content
- » Report to the Board on the proposed draft APLMS (February).

#### 4.2. APLMS design development

- » Develop print and digital design brief for the APLMS
- » Undertake procurement planning
- » Procure design and digital services for the APLMS
- » Present design proposals to the Board (February).

#### 4.3. APLMS engagement planning

- » Engage engagement consultant
- » Confirm engagement method
- » Prepare engagement materials
- » Report to Kadaltilla on proposal to engage with stakeholders and community.

#### Deliverables

- » Draft APLMS
- » APLMS design proposals
- » APLMS format proposals.

### 5. Community and Stakeholder Engagement (February – April 2023)

*Engage with State and local governments and other key stakeholders, residential and business community, visitors and the public on the draft APLMS.*

#### 5.1. Stakeholder engagement

- » Undertake internal stakeholder engagement
- » Undertake targeted external engagement
- » Briefing of February Council Committee.

#### 5.2. Engagement Program

- » Prepare engagement materials in accordance with Engagement Plan
- » Deliver engagement program
- » Invite stakeholders to present submissions to the Board (potential Special meeting)
- » Develop stakeholder and community engagement report.

#### Deliverables

- » Council briefing
- » Engagement materials
- » Engagement program and engagement report
- » Stakeholder presentations to Kadaltilla.



## 6. Final APLMS (May - June 2023)

*Prepare final APLMS in a suitable format for stakeholder and community use and implementation.*

### 6.1. APLMS production

- » Review and make any amendments to the draft APLMS based on community and stakeholder engagement
- » Design and finalise hard copy and e-format APLMS
- » Liaise with Green Adelaide on the APLMS
- » Report to the Board
- » Amend draft report as required
- » Briefing of May Council Committee
- » Seek Council approval
- » Draft correspondence for the Minister.

### Deliverables

- » Council briefing
- » Final APLMS
- » Council adoption of APLMS
- » State adoption of APLMS.





# 03 SPECIFICATION

## PROJECT BREAKDOWN PROJECT ADMINISTRATION

### Project Budget Summary

Financial Year	Council	State
2021/22	\$50k	\$-
2022/23	\$-	\$50K*
TOTAL	\$50K	\$50K

\*To be sought pending Board approval.

### Procurement Plan

The project will procure external specialist skills. The following procurement summary outlines key budget items for the life of the project.

Packaged Services	Stage	Value	Method	Procurement Timing
Graphic design	Stage 1 Stage 3 Stage 5	<\$15,000	RFQ	Mar 2022
Technical investigations	Stage 2 Stage 3	<\$20,000	RFQ	Apr 2022
Engagement consultancy	Stage 3 Stage 5	<\$20,000	RFQ	June 2022
APLMS document design and digital format	Stage 4 Stage 6	<\$20,000	RFQ	Oct 2022
Drafting and authoring of APLMS	Stage 4 Stage 6	<\$10,000	RFQ	Oct 2022
Printing and stationery costs	Stage 1 Stage 3 Stage 4 Stage 5 Stage 6	<\$5,000	Panel	As required
Catering and misc		<\$5,000	Panel	As required
TOTAL		<\$95,000		

# 03 SPECIFICATION

## PROJECT BREAKDOWN PROJECT ADMINISTRATION

### Stakeholder Register

Key stakeholders are summarised below. A full stakeholder risk, opportunities and engagement assessment will be undertaken as part of the early stages for this project.

- » City of Adelaide Elected Members and Staff
- » Kurna Yerta Aboriginal Corporation (KYAC)
- » State Government Agencies (Lead by Green Adelaide)
- » Residents
- » Businesses
- » Educational Institutions
- » City visitors
- » Not-for profit organisations, resident and community groups
- » Neighbouring Councils
- » Cemetery Authority
- » Botanic Gardens
- » Adelaide Zoo
- » Representative bodies such as Bike Adelaide, Conservation Council etc.
- » Adelaide Park Lands Association
- » General public
- » Industry bodies (eg. property, events)
- » Business precincts.

### Engagement Plan

Engagement is viewed as a risk and opportunity for the project. An engagement plan will be developed as part of the first project stage and reviewed by Kadaltilla prior to commencing contact with stakeholders and the community.

Stakeholder	Method
Kadaltilla Board	<ul style="list-style-type: none"> <li>» Kadaltilla reports, workshops, site visits</li> <li>» Kadaltilla project portal</li> </ul>
Council Members	<ul style="list-style-type: none"> <li>» Council workshop</li> <li>» Council reports</li> <li>» Elected Member News</li> </ul>
State Government	<ul style="list-style-type: none"> <li>» Targeted interviews, meetings, and workshops</li> <li>» Presentations to Kadaltilla</li> </ul>
Kurna	<ul style="list-style-type: none"> <li>» Kurna Yerta Aboriginal Corporation (KYAC)</li> <li>» Reconciliation Committee</li> </ul>
Other (Indicative):	
Community and commercial tenure holders	<ul style="list-style-type: none"> <li>» Surveys</li> <li>» Interviews/meetings</li> <li>» Online, social media</li> <li>» Your Say</li> </ul>
Adelaide Park Lands Association and other representative bodies	
Business precincts	
Education institutions	
Business and residential community	
Visitors	
Cemetery Authority	
Neighbouring councils	
Adelaide Botanic	
Zoo	
Botanic Gardens	

# 03 SPECIFICATION

## PROJECT BREAKDOWN PROJECT ADMINISTRATION

### Exclusions

- » The proposed digital format of the updated APLMS does not include investigating or procuring new software or applications and will need to consider existing platforms.
- » The APLMS priorities are unfunded unless otherwise included in Council or State budgets for delivery.
- » The APLMS does not constitute a formal review of Council asset management plans or Park Lands service standards.

### Dependencies

Key project dependencies include:

- » Engagement with, and participation by, State government and the City of Adelaide in the creation of APLMS priorities.
- » Active participation by a broad range of external stakeholders representing different perspectives on the Adelaide Park Lands.
- » Timely procurement and integration of a range of technical services external to Council with an emphasis on compiling contemporary drivers for the Park Lands and investigating priorities for the final APLMS.
- » Timely delivery of information and effective management of meetings and briefings of Council, committees, Kadaltilla and State Agencies to optimise the outcome from these decision/discussion points.
- » Synthesis of input from staff knowledge and experience across a range of disciplines interacting with the Park Lands.
- » Key meeting deadlines.
- » Community forum occurs in August 2022 prior to caretaker.

### Opportunities and Risks

#### Key Opportunities

- » **City plan integration**  
Two major projects that make up the Park Lands and the urban form and function of the City are being undertaken at the same time. This provides scope for integrated engagement planning and delivery, integrated technical planning and investigations and parallel context setting and priority and policy establishment. This could increase resources value to project outcomes.
- » **Community forum**  
The required Annual Community Forum can be planned to form a significant component of the APLMS community engagement program, making dual use of a required forum to deliver engagement outcomes.
- » **Elections**  
The State Election has resulted in both of the major parties promoting/ releasing key policies and initiatives relating to the future of the Park Lands. This provides Kadaltilla and the APLMS process with clear statements from the government regarding the Park Lands, which the Act requires the APLMS to be consistent with.
- » **City Access Strategy**  
The State and the City of Adelaide (CoA) have partnered to prepare a visionary 20-year integrated movement strategy for the City. The City Access Strategy will take an integrated approach to the planning for transport infrastructure and services to support future growth in population, jobs and visitors in the City and surrounding suburbs.

## Key Risks

Key project risks are identified below. A more comprehensive risk management plan and risk and issues register will be maintained for the life of the project.

- » **The project will occur over a period of State and local government elections.** The project has taken into account caretaker periods of government and potentially new members of government.
- » **There is potential for the scope to grow or for the final product to be too detailed.** The project scope and definition will be used to focus the review.
- » **Implementation of the updated APLMS relies on a willing State Government and Council.** Both Council and the State Government are recognised as critical partners and stakeholders in the project.
- » **There is potential for limited involvement of key stakeholders.** External engagement expertise will be procured to facilitate broad perspectives.
- » **The Park Lands have heritage values.** The City of Adelaide is seeking to progress a management plan for the national heritage listing of the Adelaide Park Lands and City Layout concurrently with the APLMS review.

A risk and opportunities plan will be developed as a component of the early project stages.







## Kadaltilla / Park Lands Authority

### Kadaltilla / Park Lands Authority New Logo

Thursday, 28 April 2022  
Board Meeting

**Author:**

Sarah Gilmour, Associate  
Director Park Lands, Policy &  
Sustainability

Public

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### Purpose

The Adelaide Park Lands Authority (the Authority), is established as a subsidiary of the City of Adelaide pursuant to section 42 of the *Local Government Act 1999 (SA)*. The Authority is to be branded as 'Kadaltilla / Park Lands Authority' in accordance with its Charter. The current logo for the Authority comprises the acronym "APLA" and is proposed to be replaced by the "Kadaltilla" logo in line with the re-branding of the Authority.

Given the legislative and reporting responsibilities of the Authority under the *Adelaide Park Lands Act 2005 (SA)*, it is considered necessary to advise both the City of Adelaide (Council) and the Minister for Planning, who is responsible for the *Adelaide Park Lands Act 2005 (SA)*, of the new logo.

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### Recommendation

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That Kadaltilla / Park Lands Authority:

1. Approves the "Kadaltilla" logo contained in Item 5.2 on the Agenda for the meeting of the Board of Kadaltilla / Park Lands Authority held on 28 April 2022.
2. Supports the use of the abbreviated form "Kadaltilla" for the Kadaltilla / Park Lands Authority.

# Implications

Adelaide Park Lands Management Strategy 2015-2025	<a href="#">Adelaide Park Lands Management Strategy 2015-2025</a> Development of a brand and identity to differentiate the Authority from Council and other organisations is consistent with the objectives of Adelaide Park Lands Management Strategy (APLMS).
APLA 2020-2025 Strategic Plan	<a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a> <b>Strategic Plan Alignment – Culture</b> Key Action 1.1 “Make Kaurna culture intrinsic to everything we do”.
Policy	Not as a result of this report
Consultation	Once noted by the Council, correspondence will be forwarded to the Minister for Planning seeking endorsement of the proposed logo prior to Trademarking.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	An identifiable logo forms a key part of the Authority’s brand and public recognition of the Authority.
City of Adelaide Budget Allocation	This work can be accommodated within the existing general operating budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Ongoing
Ongoing Costs (eg maintenance cost)	Trademark registration lasts for 10 years at which time a trademark renewal fee would be required. At present day value, the renewal fee is anticipated to be in the order of \$1,200.
Other Funding Sources	Not as a result of this report



## Discussion

1. Kadaltilla / Park Lands Authority (Kadaltilla), is the principal advisory body to the City of Adelaide and the State Government on the Adelaide Park Lands. It is appropriate that the Authority has a logo to establish its new brand and to differentiate itself from Council and other organisations.
2. On 26 August 2021, the Authority considered the naming of the Authority, and dual naming practices, and decided to advise the City of Adelaide that it:
  - 2.1. Supports that the Authority being known as Kadaltilla / Adelaide Park Lands Authority
  - 2.2. Recommends that Council approves the name change to be incorporated in the Authority's Charter.
3. The name of Kadaltilla followed consultation with, and the support of, Jessica Davies-Huynh, former Kadaltilla Board member appointed as the member representing indigenous culture or reconciliation, the Presiding Member, and the City of Adelaide Reconciliation Officer Nicole Gollan, who met with Uncle Lewis O'Brien and Mickey O'Brien to discuss an appropriate name for the Authority.
4. Kadaltilla means "Green place/Green lands/Parklands" in Kaurna language.
5. At its meeting on 16 September 2021, the Council resolved to:
  - 5.1. Note the advice of the Adelaide Park Lands Authority and the City of Adelaide Reconciliation Committee to update the branding of the Adelaide Park Lands Authority to Kadaltilla / Park Lands Authority.
  - 5.2. Approve amending clause 1.1 of the Adelaide Park Lands Authority Charter to reflect the inclusion of Kadaltilla / Park Lands Authority for the branding of the Authority and that this change will subsequently proceed to consultation with the Minister (along with updates to the Charter approved by Council on 13 July 2021).
  - 5.3. Note that should the update to the Adelaide Park Lands Authority Charter be approved by the Minister, the use of "Kadaltilla / Park Lands Authority" in internal and external reference and branding of the Adelaide Park Lands Authority will be implemented.
6. On 28 October 2021, a Notice of Amendment of the Charter for the Adelaide Park Lands Authority was gazetted stating:
  - 6.1. The City of Adelaide at its meeting on 13 July 2021 resolved to amend the Charter of the Adelaide Park Lands Authority, established as a subsidiary of the City of Adelaide pursuant to section 42 of the *Local Government Act 1999 (SA)*.
  - 6.2. The City of Adelaide at its meeting on 14 September 2021 resolved to amend the Charter of the Adelaide Park Lands Authority, established as a subsidiary of the City of Adelaide pursuant to section 42 of the *Local Government Act 1999 (SA)*.
  - 6.3. Pursuant to section 13 (a) of the *Adelaide Park Lands Act 2005 (SA)*, the City of Adelaide has consulted on the amendment with the Minister responsible for the administration of the *Adelaide Park Lands Act 2005 (SA)* and obtained the approval of the Minister responsible for the administration of the *Local Government Act 1999 (SA)* on 20 October 2021.
  - 6.4. Pursuant to Clause 3 (5) of Part 1 of Schedule 2 of the *Local Government Act 1999 (SA)*, the amended Charter of the Adelaide Park Lands Authority, is available for public inspection at [cityofadelaide.com.au/apla](http://cityofadelaide.com.au/apla)
7. The *Adelaide Park Lands Act 2005 (SA)* refers to the Authority as the "Adelaide Park Lands Authority". Section 1.1 of the Adelaide Park Lands Authority Charter states that "The name of the Subsidiary is the Adelaide Park Lands Authority (referred to as 'the Authority' in this Charter). The Authority will be branded as 'Kadaltilla / Park Lands Authority'."
  - 7.1.1. The dual naming of Kadaltilla is consistent with the dual naming of the parks within the Adelaide Park Lands such as Tarntanyangga / Victoria Square.
8. The abbreviated form to be used for the Kadaltilla / Park Lands Authority is "Kadaltilla".
  - 8.1. The acronym of KPLA is not considered appropriate and should not be used as it is not culturally respectful to shorten any indigenous name (such as Kadaltilla).
    - 8.1.1. Other boards or committees that do use acronyms such as NAIDOC (National Aborigines and Islanders Day Observance Committee) have approved such use because their title does not include an indigenous name.

9. The newly designed Kadaltilla / Park Lands Authority logo of “Kadaltilla” is depicted in Figure 1 below.

9.1. Figure 1.

# Kadaltilla

10. The logo has been created by the City of Adelaide Marketing and Communications team.
11. The logo incorporates the leaf design and colouring previously used in documents of the Authority as a transition to the new brand identity.
12. The creation of the logo has to date incurred no fee. However, \$6,040 will be required to achieve Trademark protection (which can be accommodated within the existing budget of the Authority). Further design work, if deemed necessary by Council, may entail additional expenditure.
13. The logo would be used for such purposes as, Authority:
  - 13.1. Agendas
  - 13.2. Reports
  - 13.3. Letterhead
  - 13.4. Media Statements
  - 13.5. Publications.
14. Given the legislative and reporting responsibilities of Kadaltilla under the *Adelaide Park Lands Act 2005 (SA)*, it is considered necessary to advise both the City of Adelaide (Council) and Minister for Planning, who is responsible for the *Adelaide Park Lands Act 2005 (SA)* for the new logo.
  - 14.1. Kadaltilla is a subsidiary of the City of Adelaide pursuant to section 42 of the *Local Government Act 1999 (SA)*, which is the same for the other subsidiaries ACMA and AEDA. It is not a legal requirement to seek the approval of the Council or Minister regarding logo design, like AEDA who did not seek Council approval of their logo, so Kadaltilla is seeking to advise Council of the new logo.
15. Once noted by Council, correspondence will be forwarded to the Minister for Planning to advise of the proposed logo prior to Trademarking.
16. Once the logo has been Trademarked a brand style guide will be created.

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## Attachments

Nil

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- END OF REPORT -

## Kadaltilla / Park Lands Authority

### Gladys Elphick Park / Narnungga (Park 25) – Eastern Mound Redevelopment

Thursday, 28 April 2022  
Board Meeting

**Author:**  
Christie Anthoney, Associate  
Director City Culture

Public

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## Purpose

In May 2017, the State Government announced \$6.6m for funding to enhance Narnungga (Park 25). This investment was in addition to a \$10m investment by the South Australian Cricket Association (SACA) which was in the process of upgrading the existing community sports infrastructure with a new centralised sports building, car park and redevelopment of the main (eastern) oval.

In conjunction with these works, Council undertook significant landscape works to improve the amenity of the areas surrounding the sports facilities and providing opportunities for informal recreation in Park 25. However, due to the cost, not all the landscape elements of the concept plan were delivered at this time. The enhancement project was one of the 'Big Moves' (major projects) arising from the Adelaide Park Lands Management Strategy 2015-2025.

Under this proposal, SACA (as the primary lessee of the playing fields within Park 25), proposes to redevelop the embankment to the east of the main oval. The proposed works would complete and expand upon the works not completed as part of the abovementioned redevelopment of Park 25.

The purpose of this report is to provide an overview of the proposed project and to seek the Kadaltilla/Park Lands Authority support for the Concept Plan.

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## Recommendation

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That Kadaltilla / Park Lands Authority:

1. Supports the proposed Eastern Mound Redevelopment at Gladys Elphick Park / Narnungga (Park 25) by the South Australian Cricket Association (SACA) as shown in the Concept Plan (Attachment A) to Item 5.3 on the Agenda for the meeting of the Board of Kadaltilla / Park Lands Authority held on 28 April 2022, subject to:
  - 1.1. The incorporation of shade structures (combination of permanent and / or temporary) to the eastern mound development.
  - 1.2. The incorporation of Universal Design and Disability Access principles into the eastern mound development to ensure that people with disability have improved access to the park environs, events, and facilities.
  - 1.3. Consultation with Kurna Yerta Aboriginal Corporation (KYAC) and the Gladys Elphick family regarding the incorporation of cultural and interpretation opportunities.
  - 1.4. The installation of gates at the base of the access stairs (as part of the first stage of works), held in an open position outside of matches and events, to provide additional opportunities for the community access to the oval.
  - 1.5. All works being funded by SACA including the realignment of the path network.
  - 1.6. SACA entering into a Maintenance Agreement which stipulates that SACA is responsible for maintaining this area for the remaining tenure of their adjacent lease agreement.
2. Requests a report on the final location and design of the proposed shade structures be provided to Kadaltilla / Park Lands Authority for consideration.



## Implications

<p>Adelaide Park Lands Management Strategy 2015-2025</p>	<p><a href="#">Adelaide Park Lands Management Strategy 2015-2025</a></p> <p>In relation to Gladys Elphick Park/Narnungga (Park 25), the Strategy describes this part of the Park Lands as a 'large multi-purpose sport and recreation hub...offering high quality facilities for a variety of activities'.</p> <p>The strategy also seeks to create places and attractions that set the Park Lands apart and supports activation of the Park Lands through the upgrading and enhancing buildings and structures responsive to their park setting</p> <p>The proposed enhancements will strengthen the role of the Park Lands as a regional destination for competitive sport and a variety of active and passive forms of recreation and optimise the use of sport and recreation areas outside game and training times</p> <p>The proposal will strengthen the local character of Park 25 through consistent plantings and creation of formal landscape features which feature integrated art and interpretative signage.</p>
<p>APLA 2020-2025 Strategic Plan</p>	<p><a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a></p> <p><a href="#">Strategic Plan Alignment – Advice</a></p> <p>4.1 Provide advice on plans, projects and policies for the Adelaide Park Lands</p>
<p>Policy</p>	<p>The proposed project for Park 25 broadly aligns with the Community Land Management Plan for the park.</p>
<p>Consultation</p>	<p>SACA will be required to undertake consultation with KYAC and the Gladys Elphick family regarding the cultural and interpretation opportunities elements proposed within the eastern mound redevelopment.</p>
<p>Resource</p>	<p>Following the issuing of Development Approval, the management of this project will sit with the SACA.</p>
<p>Risk / Legal / Legislative</p>	<p>The proposed infrastructure falls outside of the licenced area. In lieu of amending the current leasing and licencing agreement, SACA and Council will enter into a formal Management Agreement which outlines that SACA are responsible for the ongoing maintenance of the infrastructure created as part of this project for the remainder of their tenure.</p> <p>Elements of the concept will require Development Approval.</p>
<p>Opportunities</p>	<p>The enhancement of the eastern mound will provide additional opportunities for people to meet and socialise, escape from the rigours of the city and reconnect with nature.</p> <p>Noting the proximity to the RAH and future WCH, the enhancements will provide improved accessibility and features for patients, visitors and event spectators to enjoy the Park and activities / events that occur on the main oval.</p> <p>Improved access to the oval for broader community use when not being programmed.</p>
<p>City of Adelaide Budget Allocation</p>	<p>Not as a result of this report</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>30 years</p>
<p>Ongoing Costs (eg maintenance cost)</p>	<p>Responsibility for all assets and associated maintenance and operational costs will sit with SACA.</p> <p>A Management Agreement will be entered into whereby SACA are responsible for the ongoing maintenance of the infrastructure created as part of this project.</p>
<p>Other Funding Sources</p>	<p>This project will be funded by SACA and delivered in stages.</p>

# Discussion

## Background

1. An upgrade of community sports infrastructure including a new centralised sports building, car park and redevelopment of the main (eastern) oval was completed in Gladys Elphick Park/Narnungga (Park 25) in January 2018.
2. In 2018, the Council, through a \$6.6m grant from the State Government, undertook significant landscape works to improve the amenity of the areas surrounding the sports facilities and provide opportunities for informal recreation in Park 25. However, not all the elements of the concept plan were delivered at this time.
3. In particular, the concept plan (found in Link 1 [here](#)) included a section of terracing with formalised concrete seating / bleachers within the south-eastern corner of the main oval (Karen Rolton Oval). The project included a range of proprietary and bespoke shelter structures that were not delivered at the time the project was undertaken.
4. In February 2019, Council and the State Government announced that the new City Skate Park would be constructed in the southeast corner of Gladys Elphick Park/Narnungga (Park 25). The park was selected as it already comprises a range of supporting amenities such as toilets and car parking.
5. The skate park is currently under construction and due to be completed in 2022.

## Eastern mound redevelopment

6. Under this proposal, SACA (as the primary lessee of the sports building and playing fields within Park 25), is seeking to undertake a redevelopment of the embankment to the east of the main oval.
7. The proposed works would complete and expand upon the works not completed by Council as part of the previous redevelopment of Park 25.
8. As part of the previous redevelopment in 2019, the embankment was formed through the placement of contaminated soil excavated from elsewhere within the park. Due to the contamination, the embankment was capped and then planted with a native ground cover.
9. SACA is proposing to treat the excavated contaminated soil within Park 25 and have indicated two potential sites to mound and cap the soil. While it is best practice to retain contaminated soil on site, the final treatment including ongoing responsibilities for its management will need to be resolved in consultation with Administration and relevant government agencies (eg Environment Protection Agency).
10. In summary, the concept plan (as shown in **Attachment A**) comprises the following:
  - 10.1. Re-alignment of pathways and provision of a 1.8m wide bitumen path adjacent to picket fence.
  - 10.2. Creation of concrete and lawn viewing terraces extending from the northern most lighting tower to beyond the southern lighting tower.
  - 10.3. Installation of two new access stairs with handrails from the re-aligned pedestrian path at the top of the embankment down to the new path around the perimeter of the picket fence / oval.
  - 10.4. Incorporation of landscaping and additional trees within the redeveloped embankment - Council staff have advised that the following tree species would be appropriate for planting within Park 25:
    - 10.4.1. Jacaranda mimosifolia (Jacaranda)
    - 10.4.2. Ulmus parviflora "Todd" (Chinese Elm)
    - 10.4.3. Zelkova serrata "green vase" (Japanese Elm)
    - 10.4.4. Pistachia chinensis (Chinese pistachio)
  - 10.5. Incorporation of Kaurna cultural and interpretation opportunities within the development.
11. Noting that the area in question faces west and that the proposed trees will take some time before they mature to a sufficient size to offer much relief from the sun, SACA were requested to consider how additional shade structures could be incorporated into the eastern mound redevelopment. It was suggested that a mix of permanent and temporary shade structures would ensure users receive the greatest benefit and give greater flexibility for the use of the space during matches and events.
12. At the time of writing the report, SACA had engaged the consultant to commence work of the design and final location of the shade structures however, this work is ongoing and the priority for SACA is to obtain the necessary consents to commence work of the terracing project to allow for its completion before the start of the 2022/23 cricket season.

13. SACA have provided an indication of the potential locations of the shade structures within the current concept plan. It is recommended that the final design and locations of the shade structure be brought back to Kadaltilla / Park Lands Authority for its input and advice, prior to approval being granted under delegation.
14. In addition, SACA were requested to give further consideration with respect to the incorporation of Universal Design and Disability Access principles into the development as it is important that shaded seating / viewing areas that meet these principles are delivered as part of the proposal.
15. At this time, SACA are seeking in principle support for the concept to allow for detailed design and final costing to be determined for the works, excluding the shade structures which will be delivered once further funding and approvals are obtained.
16. Overall, the project will transform the eastern embankment, creating new terraced spectator seating areas together with additional landscaped areas, with irrigated green open space, providing a more comfortable and inviting space for park visitors and spectators.

#### Stakeholder Engagement

17. The family of Gladys Elphick have been informed of the proposed works and a condition of support is recommended that further consultation be undertaken with KYAC and the Gladys Elphick family regarding the incorporation of cultural and interpretation opportunities within the eastern mound redevelopment.
18. Notwithstanding that the proposed works are located outside of the area licensed to SACA, there are no changes proposed to the existing lease and licenced areas. As such, there is no requirement to undertake formal community consultation on the proposed works.
19. SACA are proposing to fully fund the development and it has been agreed in principle that Council and SACA will enter into a Management Agreement which outlines that SACA are responsible for all costs associated with the construction and ongoing maintenance of the infrastructure and landscaping elements for the remainder of their tenure. The Management Agreement will not grant SACA any occupation rights to the eastern mound.

#### Next Steps

20. With the support of the Kadaltilla / Park Lands Authority, this matter will be presented to Council in May 2022 seeking formal landlord approval.
21. Subject to the granting of landlord approval, SACA will undertake consultation with KYAC and the Gladys Elphick family regarding the incorporation of cultural and interpretation opportunities within the development.
22. A further report will be presented to Kadaltilla / Park Lands Authority detailing the final design and location of the shade structures.
23. Subject to the granting of landlord approval, SACA will apply for Development Approval with the terracing, paths and access stair elements of the project anticipated to be completed prior to the start of the 2022/23 cricket season.

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## Attachments

**Attachment A** – ‘Gladys Elphick Park / Narnungga (Park 25) - Eastern Mound Redevelopment Concept Plan’.

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- END OF REPORT -





# Gladys Elphick Park / Narnungga (Park 25) Eastern Mound Redevelopment

SACA

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# SITE LOCATION

Page 39



ADELAIDE PARKLAND MAP



EXISTING SITE AERIAL



# EXISTING SITE PLAN





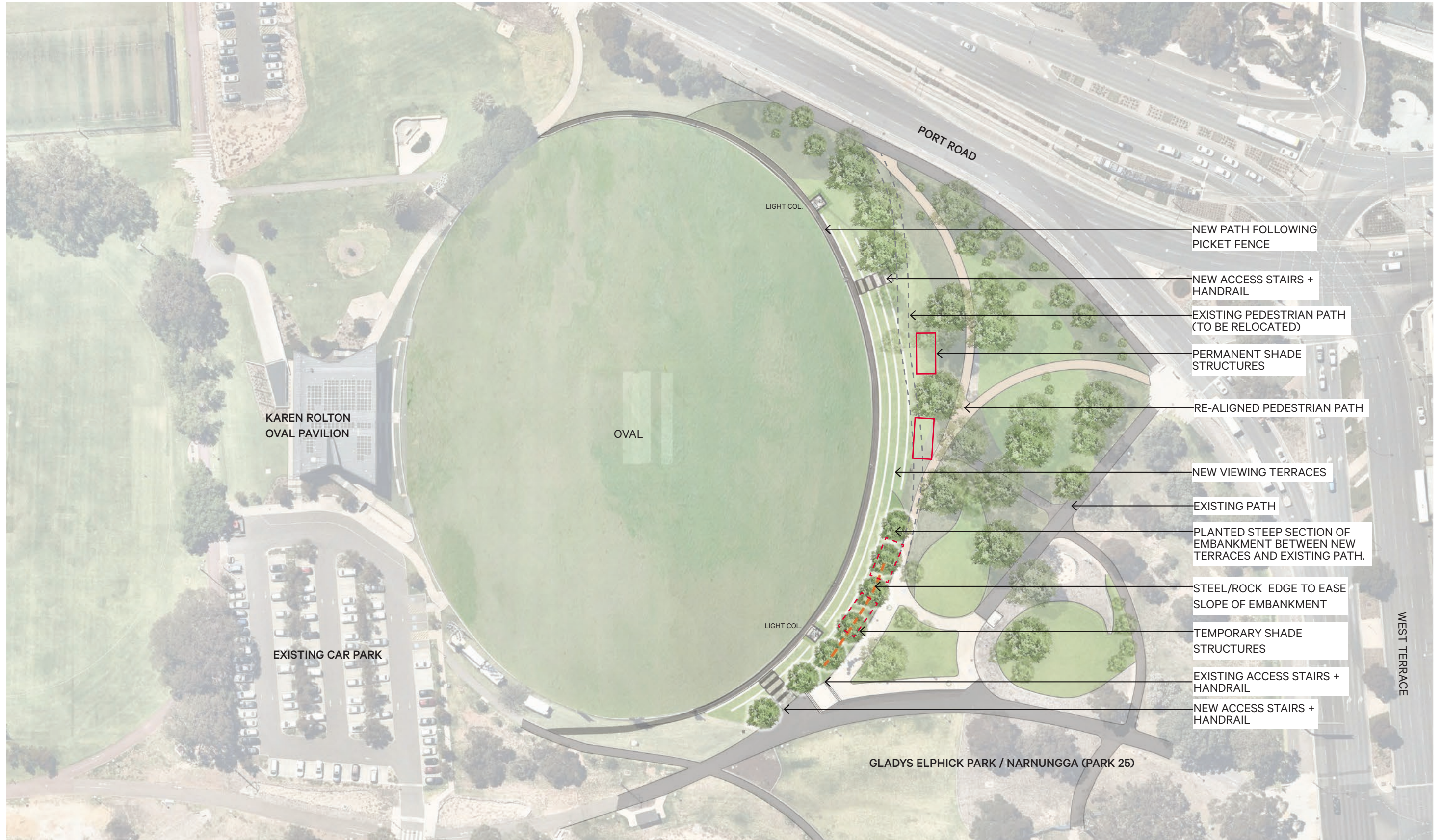
# EXISTING SITE PHOTOS



Page 41



# SITE CONCEPT MASTER PLAN



Page 42



# SITE CONCEPT PLAN

## ENLARGED PLAN





# EXISTING + NEW CIRCULATION

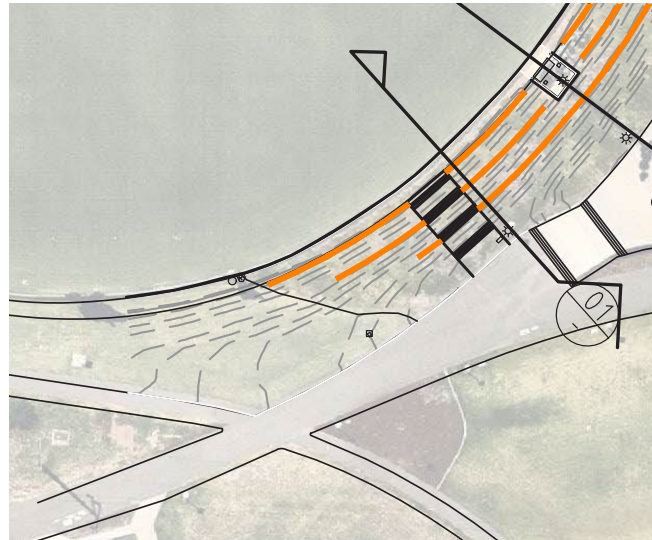




# SECTION KEY PLAN







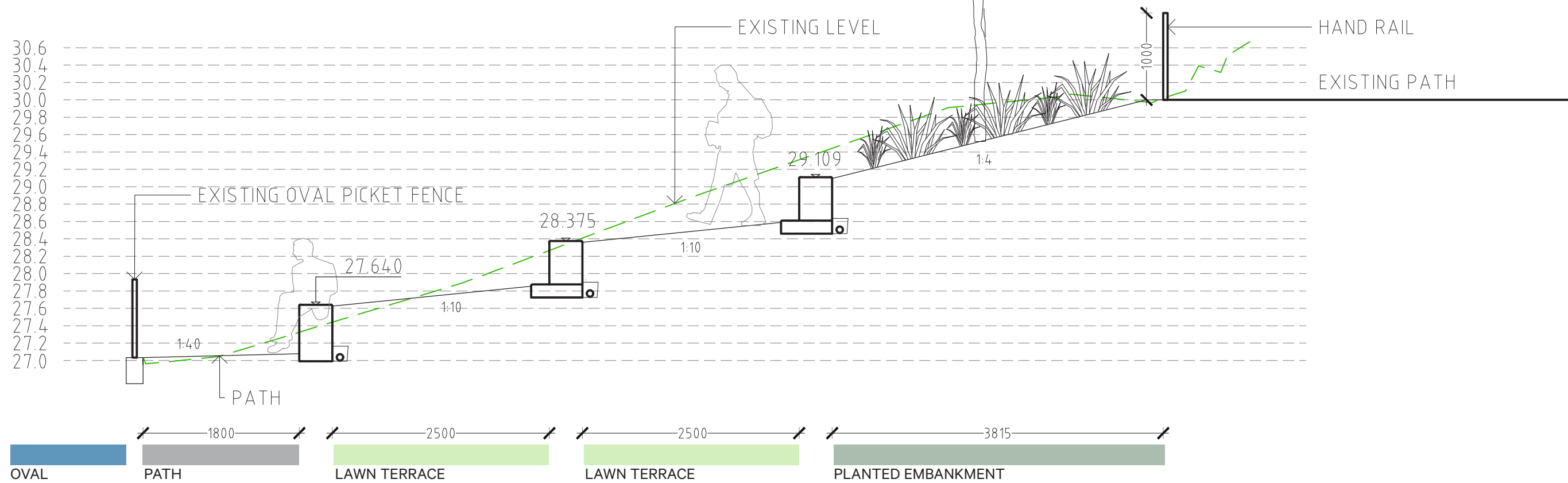
SECTION LOCATION MAP



SITE PHOTO

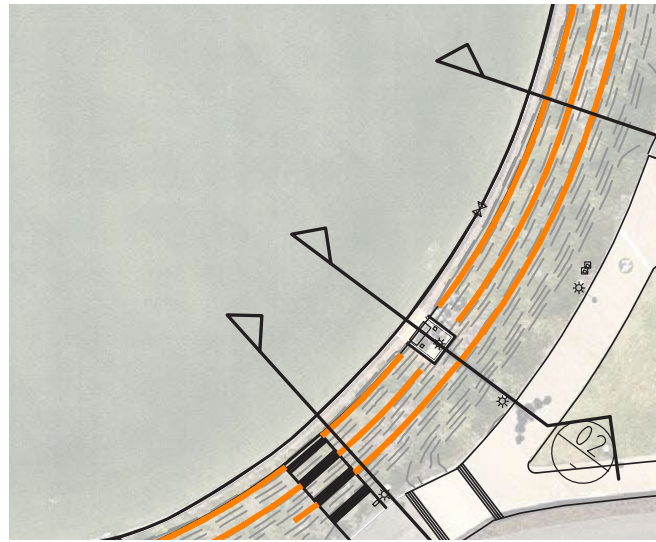


SHADE + BACKDROP TREES



# SECTION 01

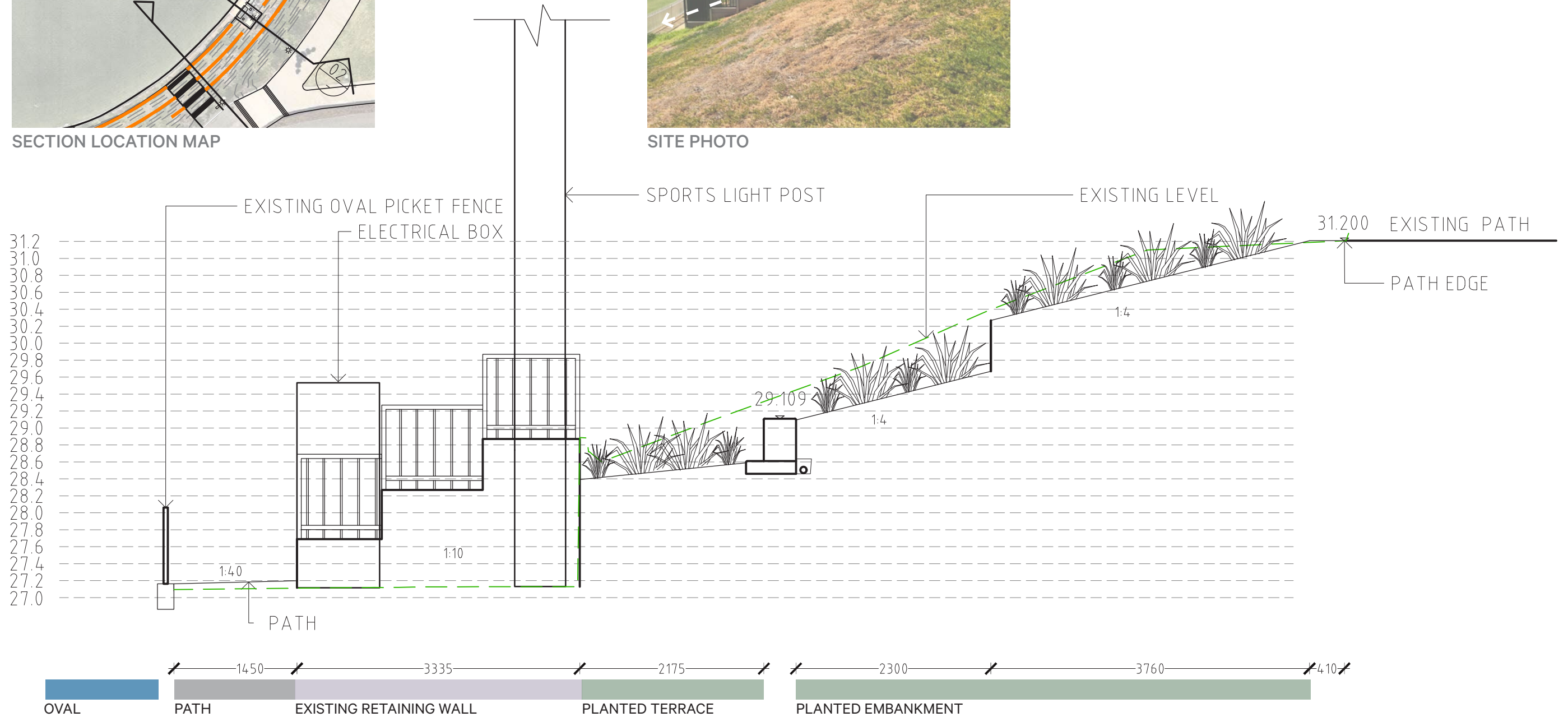




SECTION LOCATION MAP



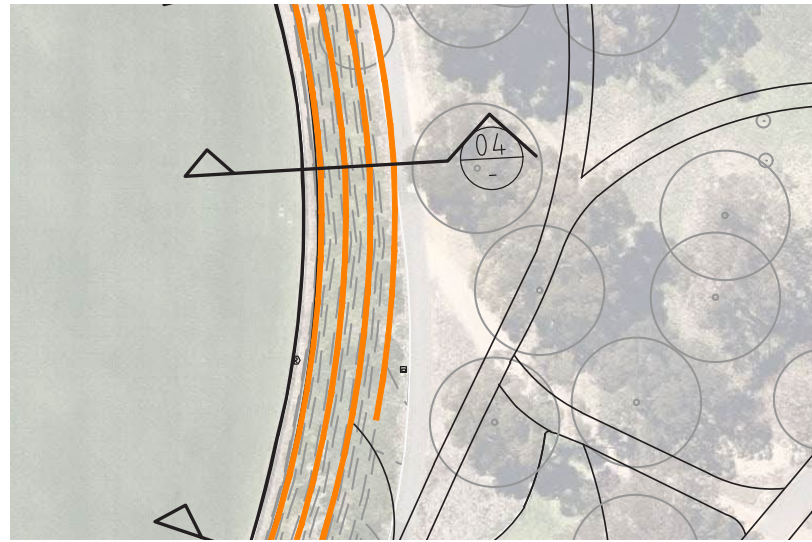
SITE PHOTO



# SECTION 02



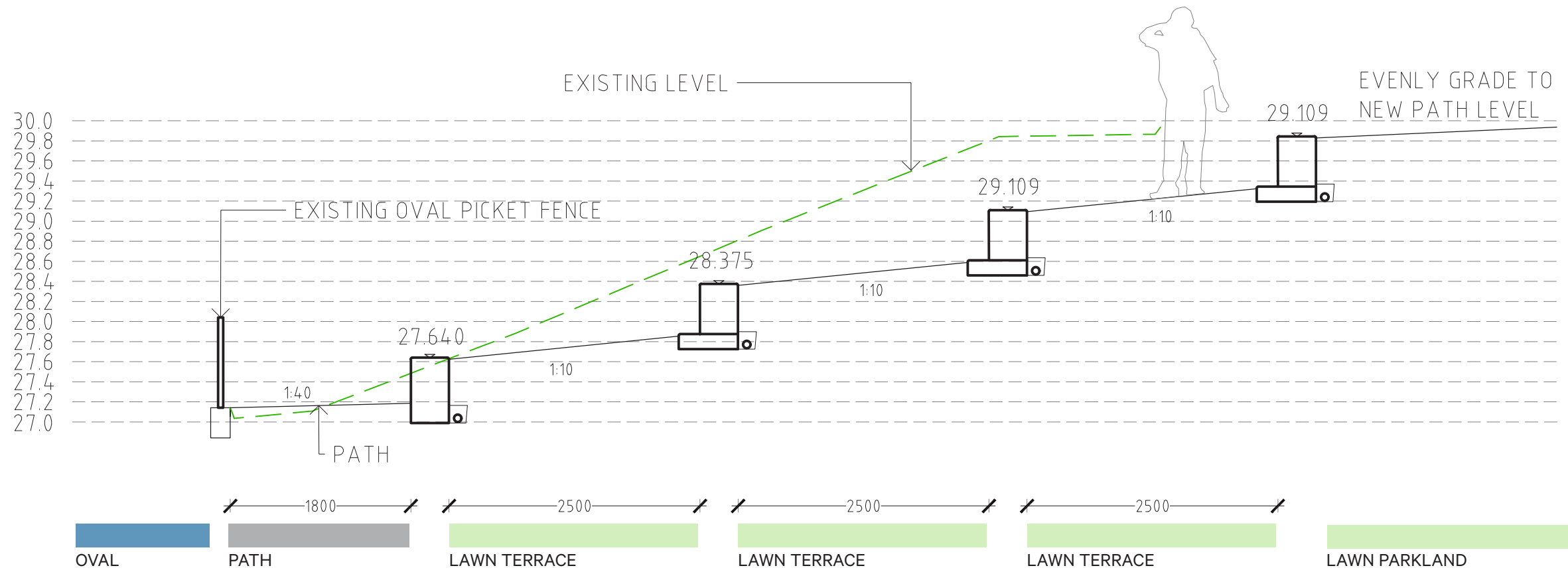




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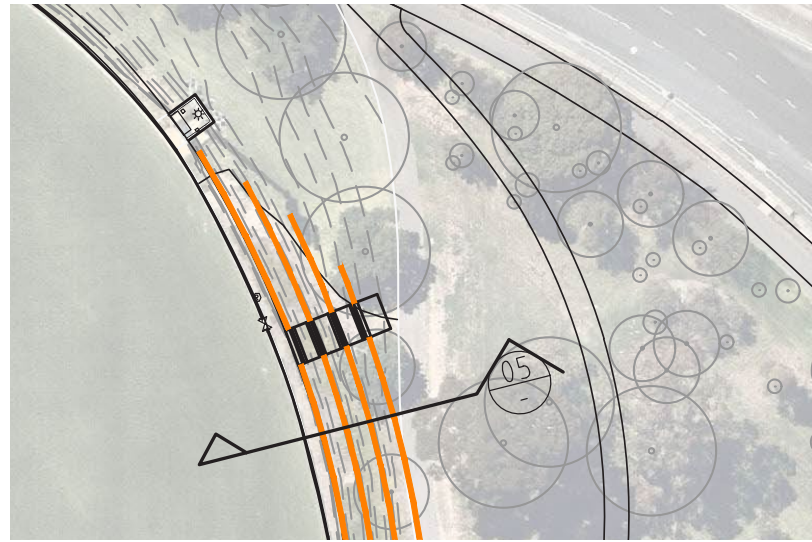


SITE PHOTO



# SECTION 04

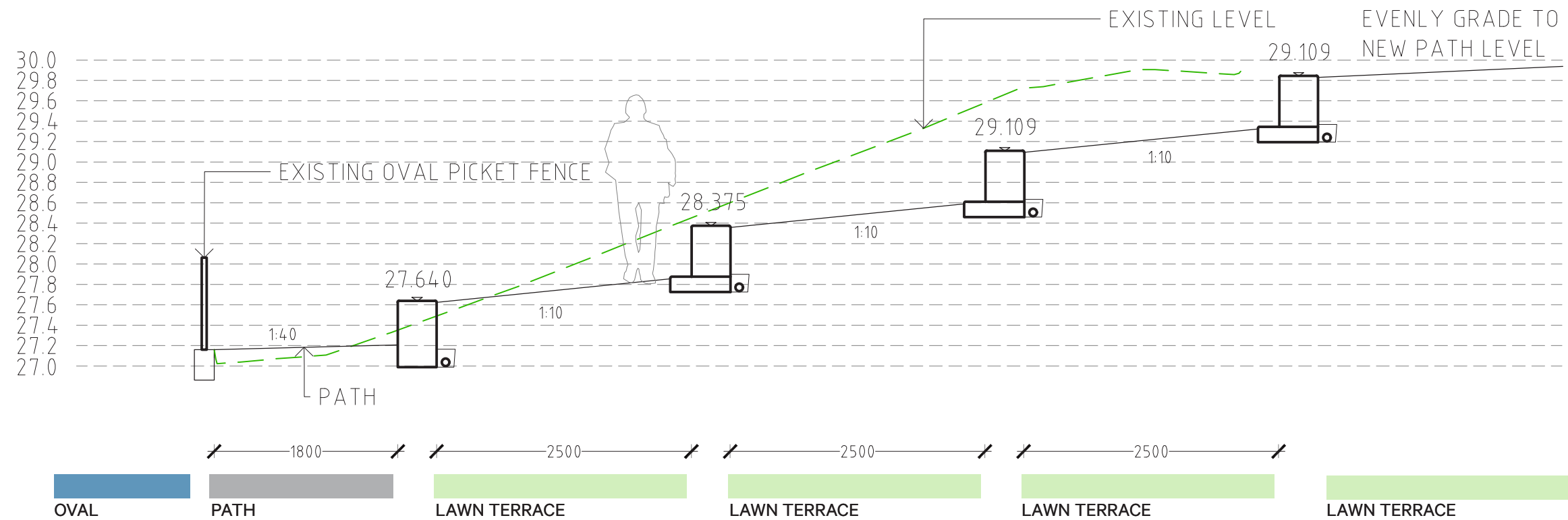




SECTION LOCATION MAP



SITE PHOTO



# SECTION 05



# PRECEDENTS

## TERRACES



CONCRETE TERRACES +  
LAWN



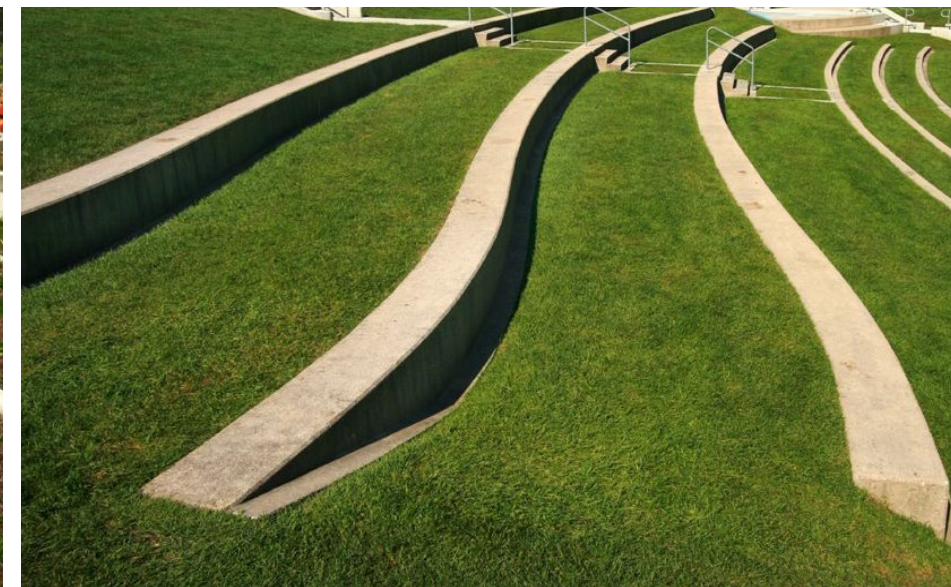
INTERMEDIATE STEPS



WHIPPER SNIPPER EDGE  
INTEGRATED BMX/SKATE STOPS



PLANTING TO STEEPER  
EMBANKMENTS





# EXISTING SITE VIEW



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# PROPOSED VIEW

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# PROPOSED VIEW



REALIGNED PATHWAY CONNECTION TO NORTH TERRACE

NEW INFILL TREE PLANTING PROVIDES SHADE AND BACKDROP TO THE OVAL

STAIRS + HANDRAIL

RE-ALIGNED PEDESTRIAN PATH. OPEN LAWNS OVERLOOKING OVAL BETWEEN TERRACES AND PATH

NEW VIEWING TERRACES

EXISTING OVAL PICKET FENCE. NEW FOOTPATH AT OVAL LEVEL BEHIND PICKET FENCE

PLANTED STEEP SECTION OF EMBANKMENT BETWEEN NEW TERRACES AND EXISTING PATH. OPPORTUNITY FOR LOCAL INDIGENOUS PLANTINGS

SCREEN PLANTING AROUND LIGHT TOWER SURROUNDS

STAIRS + HANDRAIL

SHADE AND BACKDROP TREE PLANTING

FLATTER LAWNS OVERLOOKING THE OVAL PROVIDE OPPORTUNITY FOR EVENT SPACES ON GAME DAY SMALL MARQUEE SETUP

OPPORTUNITY FOR WORDING TO BE INCORPORATED INTO TERRACES



# ENLARGED VIEW 01





# ENLARGED VIEW 02



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# OVAL IMAGE CULTURE AND INTERPRETATION OPPORTUNITIES



STEEL BLADES WITH WORDING + LASER CUT MOTIFS

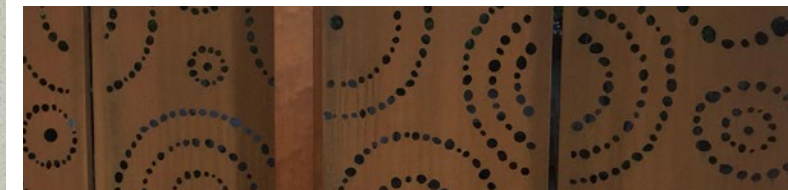
**OPPORTUNITY FOR WORDING TO BE INCORPORATED INTO WALLS AND BLADES**



LETTERING IMPRINTS IN CONCRETE TERRACES

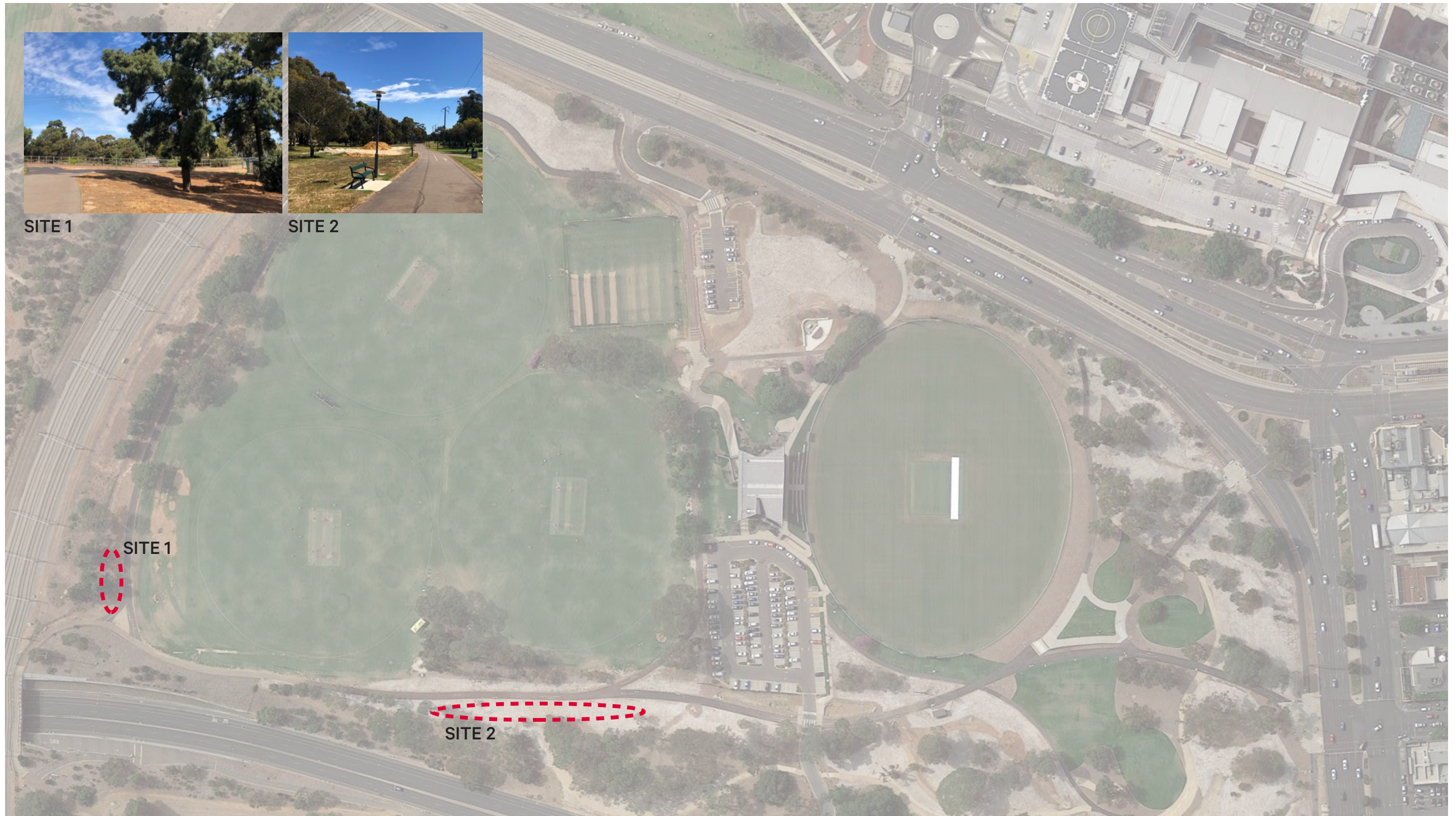


PARK SITE SIGNAGE





# POTENTIAL RE-USE OF EXCAVATED SOIL



OUTLINES INDICATIVE ONLY.  
POTENTIAL LOCATIONS FOR RE-USE OF EXCAVATED SOIL INCORPORATED BY LOCAL SHAPING / SPREADING / LOW MOUNDING



## Kadaltilla / Park Lands Authority

### Draft Park Lands Lease and Licence Policy

Thursday, 28 April 2022  
Board Meeting

**Author:**  
Christie Anthoney, Associate  
Director City Culture

Public

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### Purpose

A key action of the Board's Strategic Plan (2020-2025) is to review Park Lands policies relating to leasing and licensing. The purpose of this report is for the Board to consider a draft Park Lands Lease and Licence Policy, that if supported, will be presented to Council for endorsement and then be distributed for community consultation.

This Policy, if adopted, will supersede the Adelaide Park Lands Lease and Licence Policy and Operating Guidelines adopted by Council in January 2016. A review of the current policy along with findings from benchmarking against other councils across Australia, was presented to the Board on 25 November 2021.

The draft Park Lands Lease and Licence Policy addresses a number of areas and incorporates several best practices including the introduction of an incentivised community lease and licence fee structure.

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### Recommendation

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That Kadaltilla / Park Lands Authority:

1. Supports the draft Park Lands Lease and Licence Policy as shown at Attachment A to Item 5.4 on the Agenda for the meeting of the Board of Kadaltilla / Park Lands Authority held on 28 April 2022, for the purpose of undertaking community consultation.
-



# Implications

<p>Adelaide Park Lands Management Strategy 2015-2025</p>	<p><a href="#">Adelaide Park Lands Management Strategy 2015-2025</a></p> <p>The Park Lands Lease and Licence Policy guides the process of leasing and licensing the Park Lands where it is consistent with the Strategy to support objectives and desired outcomes including:</p> <ul style="list-style-type: none"> <li>• Inclusion - 'inclusive of all the community providing an enhanced sense of place and ownership and a range of opportunities for social, cultural and economic interaction'</li> <li>• Dynamic, Active and Tranquil Places – 'places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing'</li> </ul>
<p>APLA 2020-2025 Strategic Plan</p>	<p><a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a> <a href="#">Strategic Plan Alignment – Advice</a></p> <p>4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies</p>
<p>Policy</p>	<p>If adopted, this Park Lands Lease and Licence Policy will supersede the Adelaide Park Lands Lease and Licence Policy and Operating Guidelines endorsed by Council in January 2016.</p>
<p>Consultation</p>	<p>Subject to the approval of Council, community engagement for a period of 21 days will be undertaken on this draft Park Lands Lease and Licence Policy.</p>
<p>Resource</p>	<p>Community engagement will be undertaken with existing resources.</p>
<p>Risk / Legal / Legislative</p>	<p>In relation to leasing and licensing (alienation) of community land and the Adelaide Park Lands, this draft Policy is consistent with the <i>Adelaide Park Lands Act (2005)</i> and <i>Local Government Act (1999)</i>.</p> <p>An internal audit undertaken in 2020 identified a need to improve visibility in relation to sub-leasing arrangements in the Park Lands. The draft Park Lands Lease and Licence Policy includes multiple actions to address this.</p>
<p>Opportunities</p>	<p>This draft Policy presents the opportunity to clarify the position of the Board in relation to lease and licence matters and implement best practices for managing community land.</p>
<p>City of Adelaide Budget Allocation</p>	<p>Existing operating budgets will resource community engagement costs</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>Once adopted, the next review will be due in five years</p>
<p>Ongoing Costs (eg maintenance cost)</p>	<p>Not as a result of this report</p>
<p>Other Funding Sources</p>	<p>Not as a result of this report</p>



## Discussion

1. In December 2015, the Board considered the current Adelaide Park Lands Lease and Licence Policy and Guidelines, which were adopted by Council in January 2016. The Policy and Guidelines were developed to guide lease and licence negotiations consistent with the Adelaide Park Lands Management Strategy.
2. The Kadaltilla / Park Lands Authority Strategic Plan (2020-2025) includes a key action to review Park Lands policies relating to leasing and licensing.
3. On 25 November 2021, we presented the findings of our review of the current Adelaide Park Lands Lease and Licence Policy, along with information on the current status of Park Lands leases and licences and an overview of local government leasing and licensing practises across Australia. A copy of the presentation is provided in Link 1 [here](#).
4. The Board agreed with the findings of our review and was particularly supportive of the recommendation to introduce an incentivised lease and licence fee model for community organisations to encourage broader community use, good governance and social inclusion.
5. A draft Park Lands Lease and Licence Policy has been developed for consideration by the Board (see **Attachment A**). Key changes to the Policy are listed below. A more detailed summary is provided in Link 2 [here](#).

Policy Area	Change/Amendment
Commercial activity within community leases and licences	Quite unique to the Adelaide Park Lands, community lessees and licensees are responsible for all costs associated with their facilities (including asset renewals). Appropriate commercial activities help to meet these costs and enable organisations to sustain important health and wellbeing services. The draft Policy clarifies our position on commercial activities in community lease and licence settings, providing the proposed activities are appropriate and subservient to the activities of the lessee/licensee.
Tenure	Across local government, a typical community land tenure is around five years with the upper limit at 21 years. The draft Policy reflects this.
Break clause	It is good practice to have break clauses, as it prompts a major review by both the lessee and lessor after an extended period. The draft Policy includes this requirement for any lease or licence over ten years.
Selection of lessee/licensee	The current policy requires lessees and licensees to be selected by an expression of interest (EOI) process. It also provides for EOI exemptions but does not cite reasons to apply an exemption, which creates ambiguity. The draft Policy details situations when an exemption could apply.
Community lease and licence fees	The current policy sets the community lease fee along with a predetermined fee discount, while licence fees are adopted annually by Council. The draft Policy recommends all community fees be adopted annually.  Across local government, typical community lease and licence fees are nominal. However, it is good practice to incentivise the lessee/licensee to achieve desired outcomes by offering discounts linked to these outcomes. The draft Policy proposes an incentivised fee model.
Sub-letting and casual hire	The current policy states that a sub-lessee can be charged up to 50% of total operating costs, which creates inconsistency across the Park Lands. The draft Policy proposes that Council set sub-letting and casual hire fees based on industry benchmarking.  The draft Policy seeks greater transparency of sub-letting and casual hire arrangements through increased reporting responsibilities of lessees and licensees.
Council's responsibilities	The draft Policy identifies the services that Council provides (eg lawn mowing) and introduces an annual forum to improve communication between all parties including sub-lessees.



Temporary signage	The draft Policy supports temporary signage to support broad community participation in leased and licensed facilities.
Vehicle permits	The draft Policy clarifies Council's position on parking permits in order to minimise lessee and licensee vehicles on the Park Lands.
Gaming machines	The draft Policy states that gaming machines in Park Lands facilities are not supported.
Events	The draft Policy mirrors Council's recently adopted Events Guidelines, reinforcing our desire to minimise the impact of events on existing lessees and licensees and seek out cooperative opportunities.
Delegations	The draft Policy lists under what circumstances lease and licence issues are presented to the Kadaltilla/Park Lands Authority and Council and when a matter is dealt with by Administration.

6. Subject to the support of the Board and approval of Council, our intention is to:
  - 6.1. Undertake community consultation on the draft Park Lands Lease and Licence Policy following the Council meeting on 10 May 2022.
  - 6.2. Present the findings of the consultation along with any policy revisions to the Board in July 2022.
  - 6.3. Seek Council's adoption of the Policy in August 2022, prior to caretaker provisions on 6 September 2022.
  - 6.4. Review our community lease and licence fees to inform the 2023/24 Fees and Charges Schedule.
  - 6.5. Make any necessary updates to lease and licence templates and establish forms and guidelines required to support implementation of the new Policy.
7. If adopted, this draft Policy will replace the current Adelaide Park Lands Lease and Licence Policy and Guidelines.

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## Attachments

### Attachment A – Draft Park Lands Lease and Licence Policy

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- END OF REPORT -



# PARK LANDS LEASE AND LICENCE POLICY

*Date this document was adopted*

*non-legislative*

## PURPOSE

This policy outlines the City of Adelaide's approach to managing its leasing and licensing arrangements on Community Land under its care and control within the Adelaide Park Lands for the benefit of the community.

## STATEMENT

### Eligibility

Only incorporated businesses, educational institutions and community organisations will be granted a lease or licence over the Park Lands. Individuals will not be granted a lease or licence.

### Permitted Activities

Council will consider granting a lease or licence to an organisation where the proposed activity:

- is consistent with the objectives of the Adelaide Park Lands Management Strategy and/or Adelaide Park Lands Community Land Management Plan
- provides community benefit
- supports the outdoor recreational use of the Park Lands

Core activities of community leases and licences will relate to outdoor recreational use of the Park Lands. Secondary activities may relate to services that provide general community benefit and where appropriate, include commercial activities, enabling wider community participation of leased and licensed facilities and supporting the financial sustainability of lessees and licensees.

Commercial activities occurring within community lease/licence settings must be appropriate and subservient to the activities of the head lessee/licensee.

Core activities of commercial leases and licences will contribute to the experience and enjoyment of visiting the Park Lands.

The occupation of a leased building by a paid staff member or volunteer for administrative purposes will not be supported, except where it is integral to the daily operations of the business or activity as prescribed in the lease agreement, and/or will result in increased community use of the facility (eg tennis coaching).

Caretakers are not permitted to occupy any part of the leased or licensed area.

### Tenure

A standard lease or licence agreement will be granted for a tenure period of five years.

Where a significant capital contribution is proposed, a lease or licence may be granted for a period up to 21 years, including any right of renewal. Leases or licences with State or Federal Ministers (or their agencies) may be granted for a period up to 42 years, including any right of renewal.

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.



### **Community Engagement**

As per the *Local Government Act (SA) 1999*, community engagement will be undertaken for a minimum of three weeks (21 days) on a draft lease or licence, where:

- it proposes a tenure period of greater than five years, including any right of renewal
- or
- it is not consistent with the Adelaide Park Lands Community Land Management Plan, irrespective of the proposed tenure period

### **Parliamentary Process**

As per the *Adelaide Park Lands Act (SA) 2005*, before Council Administration can execute a lease or licence with a proposed tenure period of ten years or greater, including any right of renewal, the lease or licence must be laid before both Houses of Parliament and follow a prescribed legislated process.

This process will only occur after the lease or licence has been considered by Kadaltilla/Park Lands Authority and Council, and at the completion of community engagement.

### **Selection of Lessee/Licensee**

The selection of a lessee or licensee will be through an Expression of Interest (EOI) process.

Council Administration may deal directly with an organisation without calling an EOI when:

- the lease or licence being granted is for a tenure period of two years or less
- or
- the lease or licence will be with a State or Federal Minister (or their agencies)
- or
- the existing lessee or licensee has previously been granted a lease or licence through an EOI process and has occupied the same leased or licensed area for a period of less than 15 years
- or
- the facility to be leased or licensed has been designed to support a specific use and there is likely to be an absence of competition to lease or licence the facility

An EOI will be promoted to the public and will be open for a minimum of three weeks (21 days).

EOI submissions will be assessed by a panel against a pre-determined selection criteria that will be publicly available. In the case of a competitive EOI, the findings will be presented to Kadaltilla/Park Lands Authority and then Council for a formal Council Decision.

### **Lease and Licence Fees**

Commercial lease and licence fees will be informed by an independent market assessment and reviewed periodically.

Community lease and licence fees will be adopted annually as part of Council's fees and charges and will be calculated on area (ie building footprint and extent of outdoor facilities). The calculation of fees will also take into account the level of accessibility to the outdoor facilities when not in use by the lessee or licensee (eg fenced v unfenced).

Following the calculation of lease and licence fees, Council Administration will consider granting discounts to community lessees and licensees on the following basis:

<b>Objective</b>	<b>Measure</b>	<b>Maximum Discount</b>
Sound Governance	Complete and maintain accreditation in a recognised club development program	5%
	Compliance with conditions of the lease or licence agreement	10%
	Hold an Annual General Meeting with audited financial statements	5%
Environmental Sustainability	Develop and action an environmental management plan to improve energy, waste and water management (eg electricity contract with an all-renewable electricity retailer, toilets flushed with recycled water (GAP) or rainwater)	10%
Social Inclusion	Programs, activities and initiatives implemented at the leased or licensed facility that specifically target and cater for: <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islanders</li> <li>• Female participation</li> <li>• LGBTQIA+ community</li> <li>• People living with a disability</li> <li>• People from Culturally and Linguistically Diverse backgrounds</li> <li>• Socially disadvantaged people</li> </ul>	15%
Optimal Utilisation	Extent of approved sub-letting agreements	15%
	Extent of casual hires by sporting and non-sporting community organisations	15%
Total Maximum Discount		75%

Guidelines will be developed to inform how these measures are assessed. To be considered for any of these discounts, lessees and licensees will need to annually submit evidence to Council Administration demonstrating how they have achieved the objectives. Where objectives have been satisfactorily met, a discount will be applied to the following year's fees.

Council may consider a request from lessees or licensees for a reduction or deferment of its fees if it is experiencing financial hardship. A reduction in fees because of hardship will require a formal Council Decision.



### **Sub-letting and Casual Hire**

Sub-letting and casual hire of leased and licensed facilities is encouraged. Fees will be determined by Council Administration and based on benchmarking with other councils and related facilities.

Community 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 enquiries for use of their facilities and not charge or impose more onerous obligations on the use of their facilities than Council would charge or impose.

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

Where a commercial or community lessee or licensee is considering a commercial organisation to utilise its facilities, the relationship must be captured within a sub-letting agreement and submitted to Council Administration for approval. Approval of such arrangements will consider the appropriateness of the proposed activity and be subservient to the activity of the head lessee/licensee.

All sub-letting agreements must be approved by Council Administration annually and comply with the conditions of the (head) lease or licence agreement.

The tenure period for a sub-letting agreement will not exceed five years, or the remaining tenure period of the (head) lease or licence if less than five years.

A sub-letting agreement with a proposed tenure period of more than five years will require a formal Council Decision.

### **Maintenance, Inspections and Insurance**

Commercial lessees and licensees will:

- be responsible for the maintenance and upkeep of its facilities including buildings and associated outdoor infrastructure
- be liable for all costs associated with operating and maintaining their facilities including appropriate levels of insurance
- report any safety or risk concerns to Council Administration immediately
- retain records of their maintenance for the duration of their lease or licence
- submit sub-letting agreements at least annually to Council Administration for approval via an on-line portal
- submit an annual report to Council Administration detailing:
  - customer/visitation/participation numbers
  - sub-letting and casual hires and income received

Community lessees and licensees will:

- be responsible for the maintenance and upkeep of its facilities including buildings, associated outdoor infrastructure and playing surfaces (where applicable)

- be liable for all costs associated with operating and maintaining their facilities including appropriate levels of insurance
- ensure all playing surfaces are safe and fit for purpose including conducting match day inspections (where applicable)
- retain records of their maintenance and inspections for up to five years
- report any safety or risk concerns to Council Administration immediately
- submit sub-letting agreements at least annually to Council Administration for approval via an on-line portal
- submit an annual report to Council Administration detailing:
  - evidence of performance against the fee discount objectives
  - membership/participation/visitation numbers
  - sub-letting and casual hires and income received

Council Administration will:

- provide a mowing service to all community lessees/licensees (where applicable)
- conduct an annual inspection of leased and licensed facilities
- conduct an annual Park Lands lease and licence forum including sub-lessees

### **Ownership of Improvements**

All fixed improvements proposed upon a leased or licensed area will require the approval of Council and be vested in Council at the expiry of the lease or licence agreement.

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.

### **Compensation**

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.

### **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 Administration and all required consents from any relevant Statutory Authorities as per the *Liquor Licensing Act (SA) 1997*.

### **Signage**

Permanent signage upon lease and licence areas will be consistent with Council's Wayfinding Strategy. Temporary signage will be supported where it is promoting specific events, activities or initiatives to be delivered by the lessee or licensee (including sub-lessees and casual use hirers) within their leased or licensed area and as per the Planning and Design Code (SA) 2022:

- not exceed 2m<sup>2</sup>



- not be displayed more than one month prior to the event and one week after the event concludes
- not move or flash, reflect light, use internal lighting or principally advertise brands or products

### **Car Parking**

A lessee or licensee will be granted one annual vehicle permit per leased or licensed area for the purpose of undertaking general maintenance of their facilities. Vehicles dropping off and/or picking up supplies, materials, equipment, etc are not permitted to park outside of designated parking areas when unattended.

Requests for a vehicle permit from holders of an Australian Disability Parking permit will be considered where they are a committee/board member of a lessee or licensee and there is no viable alternative.

### **Naming Rights**

All proposals to name a leased/licensed facility that are contrary to the naming of the related park require a formal Council Decision.

### **Gaming Machines**

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

### **Park Lands Events**

Council Administration and event organisers will foster cooperative business opportunities and minimise disruption to commercial and community lessees and licensees in the Park Lands.

### **Delegations**

Kadaltilla/Park Lands Authority will provide advice on, and Council will formally consider:

- the appointment of a lessee or licensee following a competitive EOI process (ie more than one eligible submission)
- a lease or licence that is for a tenure period of more than five years, including any rights of renewal
- a lease or licence that is not consistent with the Park Lands Community Land Management Plan
- a sub-letting agreement that is for a period of more than five years
- a lease or licence where significant negative issues are raised through community engagement
- a proposal to name a leased or licensed facility that is contrary to the naming of the related park

In addition to the above, Council will formally consider:

- a request from a lessee or licensee for a reduction of its fees if it is experiencing financial hardship

Council Administration will:

- appoint a lessee or licensee following a non-competitive EOI process (ie only one eligible submission)
- negotiate a lease and licence in accordance with this policy where it is consistent with the Park Lands Community Land Management Plan and is for a period of five years or less
- finalise a lease or licence agreement where it is for a period of greater than five years and/or is not consistent with the Community Land Management and has been subject to community engagement, providing no significant negative issues have been raised through the community engagement process
- approve a sub-letting agreement that is consistent with this policy
- enter into a surrender, variation or assignment of an existing lease or licence where the agreement is consistent with this policy (and does not have a Common Seal affixed)

### 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*)
- City Works permits
- Community gardens
- Depasturing licences granted to individuals to allow horses on Lefevre Park/Nantu Wama (Park 6)
- Leases or licences outside of the Adelaide Park Lands or Park Lands areas not under the care and control of the City of Adelaide
- Park Lands Event licences
- Park Lands hire agreements and permits
- Temporary works and compounds
- Tenants within the Adelaide Aquatic Centre and North Adelaide Golf Course as part of business operations
- 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*

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### OTHER USEFUL DOCUMENTS

#### Related documents

- Active City Strategy
- Adelaide Events Guidelines 2022
- Adelaide Park Lands Management Strategy
- Adelaide Park Lands Community Land Management Plan
- Planning and Design Code 2022

#### Relevant legislation

- *Adelaide Park Lands Act (SA) 2005*
- *Crown Land Management Act (SA) 2009*
- *Liquor Licensing Act (SA) 1997*
- *Local Government Act (SA) 1999*
- *Planning, Development and Infrastructure Act (SA) 2016*



- NOTE: The *Retail and Commercial Leases Act 1995* does not apply to the Adelaide Park Lands pursuant to an Order granted by the Minister for Business Services and Consumers on 28 December 2011.

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### 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*, 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 (SA) 1999*, 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 (SA) 2005*, that sets the strategic framework for the overall planning and management of the Adelaide Park Lands.

**Break Clause:** A clause in a lease or licence giving rights to the lessee or licensee to terminate their agreement at a particular point in time.

**Building Floor Area:** The combined total of indoor building floor space measured to the inside wall lines.

**Building Footprint:** The ground level area of a building measured to the outside wall line, not including open hardstand areas.

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

**Commercial Lease/Licence:** Where the lessee or licensee's core activity involves the selling of goods or services for profit.

**Community Lease/Licence:** Where the lessee or licensee provides services to the community and does not operate to make a profit for its members. Not for profit clubs and associations, peak sport and recreation bodies and educational institutions are considered community lessees and licensees. Any commercial activity undertaken by a community lessee/licensee is done so for the purpose of reinvesting back into the service for the benefit of its members and the community.

**Community Engagement:** A formal process where Council seeks community feedback.

**Core Activity:** The primary purpose for which a lease or licence is granted to an organisation.

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

**Expression of Interest (Competitive/Non-Competitive):** Where more than one eligible submission is received following an expression of interest process, it will be deemed to be a competitive expression of interest. Where only one eligible submission is received and it satisfies the selection criteria, it will be deemed to be a non-competitive expression of interest.

**Fees:** Charges applied annually by Council to a lessee or licensee. Commercial lessee/licensee fees to be informed by an independent market assessment. Community lease/licence fees to be approved annually by Council. Sub-letting fees to be set by Council (Administration) and informed through benchmarking.

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

**Independent Market Assessment:** 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.

**Lease:** A lease confers an exclusive contractual right to a lessee to use the land, whereby the lessee facilitates access via an appropriate means (eg membership, sub-lease, casual booking, and entry ticket). A lease is generally provided for buildings that require a level of security of tenure. It may also apply to an outdoor sports facility or field that is fully fenced.

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

**Licence:** A licence confers a non-exclusive contractual right to first right of use of the licensed area, 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 the intended activity.

**Mowing Service:** To be defined

**Parliamentary Process:** A formal process contained within the *Adelaide Park Lands Act (SA) 2005*, 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.

**Right of Renewal:** Where a lease or licence contains a clause to continue occupancy at the end of a prescribed renewal tenure, but does not confer rights that exceed the agreed maximum tenure of the lease or licence.

**Significant Negative Issues:** Where feedback is received through community engagement, that if adopted, would materially change the intent of the proposed lease or licence.

**Sub-letting:** Where a lessee or licensee enters into an agreement with another organisation to utilise the leased or licensed facilities.

## 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 **five** years unless legislative or operational change occurs beforehand. The next review is required in **2027**.

### Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits

### Contact:

For further information contact the City Culture Program



## PARK LANDS LEASE AND LICENCE POLICY

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## Kadaltilla / Park Lands Authority

### City of Adelaide Park Lands Budget

Thursday, 28 April 2022  
Board Meeting

**Author:**  
Grace Pelle, Manager Finance  
& Procurement

Public

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## Purpose

The City of Adelaide Business Plan and Budget (BP&B) for the 2022–2023 Financial Year is currently in draft form. Council will consider the Draft BP&B for consultation with the community. The BP&B details our delivery approach to the third year of our 2020-2024 Strategic Plan, delivering on our vision “Adelaide: The most liveable city in the world”.

The BP&B has been prepared based on the delivery of ongoing service provisions. This includes aspects of the BP&B applicable to the ongoing maintenance of the Park Lands and Open Spaces. This report provides Kadaltilla / Park Lands Authority with the detail of the budget for the Park Lands and Open Space service portion of the overall City of Adelaide budget.

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## Recommendation

That the Kadaltilla / Park Lands Authority:

1. Notes the report and the Service Delivery Plan – Park Lands and Open Space as per Attachment A to Item 7.1 on the Agenda for the meeting of the Board of Kadaltilla / Park Lands Authority held on 28 April 2022.



## Implications

Adelaide Park Lands Management Strategy 2015-2025	<a href="#">Adelaide Park Lands Management Strategy 2015-2025</a> The City of Adelaide budget holistically supports the delivery of the Strategy as it ensures the ongoing service and maintenance of the Park Lands
APLA 2020-2025 Strategic Plan	<a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a> <a href="#">Plan Alignment – Culture Strategic Plan Alignment – Environment Strategic Plan Alignment – Management and Protection Strategic Plan Alignment – Advice</a> Review of the Park Lands and Open Space service budget aligns with all aspects of the Strategic Plan
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
City of Adelaide Budget Allocation	The cost of service for the overall Park Lands and Open Space service is expected to be \$23M for the 2022-23 financial year.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## Discussion

1. The City of Adelaide Business Plan and Budget (BP&B) has been prepared based on the delivery of ongoing service provisions.
2. This report provides APLA with the detail of the budget for the Park Lands and Open Space service portion of the overall City of Adelaide budget.
3. The City of Adelaide 2022-23 BP&B provides for ongoing maintenance and management of the Park Lands and Open Space.
4. The detailed service cost for the Park Lands and Open Space service as per the draft budget is detailed below:

PARK LANDS AND OPEN SPACE						
Function	FTE		Direct cost \$'000's		Indirect costs \$'000's	Total Nett
	Direct	Indirect	Expend.	Income		
Lakes and Waterways	9.17	2.18	(\$1,027)	\$14	(\$389)	(\$1,402)
Park Lands and Open Space Management	55.06	5.72	(\$8,088)	\$1,847	(\$2,335)	(\$8,575)
Park Lands and Open Space Furniture and Fittings	8.97	2.17	(\$3,063)	\$14	(\$429)	(\$3,479)
Park Lands Planning	9.09	2.14	(\$1,425)	\$232	(\$572)	(\$1,766)
Park Lands and Open Space Roads and Footpaths	4.61	1.83	(\$604)	\$8	(\$252)	(\$849)
Park Lands and Open Space Signage and Line Marking	4.94	1.86	(\$647)	\$8	(\$266)	(\$904)
Park Lands and Open Space Public Conveniences	4.61	1.83	(\$899)	\$8	(\$252)	(\$1,143)
Park Lands and Open Space Lighting	4.61	1.83	(\$2,986)	\$8	(\$252)	(\$3,231)
Park Lands and Open Space Tree Management	5.84	1.93	(\$701)	\$10	(\$302)	(\$994)
Park Lands and Open Space Stormwater	4.61	1.83	(\$1,122)	\$8	(\$252)	(\$1,366)
<b>TOTAL</b>	<b>111.50</b>	<b>23.33</b>	<b>(\$20,562)</b>	<b>\$2,156</b>	<b>(\$5,303)</b>	<b>(\$23,709)</b>

5. For reference, the 2021-22 Budget for Park Lands and Open Space is provided in the table below. Noting that the reason for the variance is due to the removal of the Playgrounds and Play Spaces function. This has not been removed from the overall City of Adelaide budget. It has been reallocated to the Sports and Recreation Service as detailed in the draft Service Delivery Plan and Budget.

PARK LANDS AND OPEN SPACE							
Function	FTE		Direct cost \$'000's		Indirect costs \$'000's		Total Nett
	Direct	Indirect	Expend.	Income	Mgmt	Corporate	
Lakes and Waterways	8.75	2.17	(\$1,480)	\$8	(\$78)	(\$376)	(\$1,925)
Park Lands and Open Space Management	53.43	5.55	(\$8,324)	\$1,668	(\$420)	(\$586)	(\$7,661)
Park Lands and Open Space Furniture and Fittings	8.54	2.15	(\$1,657)	\$8	(\$76)	(\$375)	(\$2,100)
Park Lands Planning	8.69	2.13	(\$1,671)	\$105	(\$77)	(\$376)	(\$2,019)
Park Lands and Open Space Roads and Footpaths	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)
Park Lands and Open Space Signage and Line Marking	4.53	1.85	(\$1,029)	\$5	(\$45)	(\$356)	(\$1,426)
Playgrounds and Play Spaces	5.87	1.95	(\$1,200)	\$6	(\$56)	(\$363)	(\$1,612)
Park Lands and Open Space Public Conveniences	4.20	1.82	(\$1,305)	\$5	(\$43)	(\$355)	(\$1,698)
Park Lands and Open Space Public Lighting	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)



<b>Park Lands and Open Space Tree Management</b>	5.42	1.92	(\$1,086)	\$6	(\$52)	(\$361)	(\$1,493)
<b>Park Lands and Open Space Stormwater</b>	4.20	1.82	(\$993)	\$5	(\$43)	(\$355)	(\$1,386)
<b>TOTAL</b>	<b>112.03</b>	<b>25.00</b>	<b>(\$20,721)</b>	<b>\$1,825</b>	<b>(\$976)</b>	<b>(\$4,211)</b>	<b>(\$24,083)</b>

6. The service costing above is aligned with the draft Service Delivery Plan for the Park Lands and Open Space included in **Attachment A**.

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## Attachments

**Attachment A** – Draft Service Delivery Plan – Park Lands and Open Space

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- END OF REPORT -

# Park Lands and Open Space

**Role of this Service:**  
Owner and custodian

Encourages healthy lifestyles and experiences, through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure.

## Park Lands and Open Space | Community Expectations

### Service Feedback Summary

This section outlines what we know about the Park Lands and Open Space service from our communities. What we know is a combination of satisfaction with the service and what people would like the service to do.

In the table below:

- Resident key points were established via analysis of written feedback within the 2021 Resident Survey.
- City user feedback was obtained via the 2021 City User Profile Survey.
- Business key points stem from the service-related feedback obtained via the 2021 Business Insights Survey.

Park Lands and Open Space		
Protect and preserve the Park Lands by increasing native vegetation and limit development to lit path and cycle ways.		
Residents	City Users	Businesses
Protect and preserve Light pathways More path and cycle ways Increase native vegetation	Light pathways Continue greening	No comment

### More on what we heard from our residents

Residents are extremely passionate about protecting the Park Lands and believe any developments should only preserve and improve. There is a genuine concern that the Park Lands are threatened by developments that will commercialise the environment. They love the beauty and function of the Park Lands but feel that more native vegetation needs to be planted to continue improving habitats for wildlife. They also would like more cycleways and pathways, particularly in the Western Parklands. Attitudes towards sports and the presence of sporting clubs is divided, with the main concern being the development of club rooms and buildings. Also, there is an overwhelming desire for more lighting at night-time to improve safety.

### Other feedback about this service

- Council's performance in environmental sustainability received an average rating of 6/10
- 69% of residents agree that Council is taking effective steps to protect the natural environment
- Residents want to be "greener" at home
- Rebates for sustainable technologies and actions was the most desired form of assistance to make a business more sustainable, followed by facilitation of procurement such as bulk buy or purchasing groups for renewable energy
- 67% of respondents to the 2021 Business Plan and Budget consultation who rated how well this service meets their expectations said it meets or exceeds their expectations
- 65% of residents who rated their expectation of this service said it meets or exceeds their expectations

*Data: Resident Survey, 2019; Resident Survey 2020; Business Survey, 2020; Business Plan and Budget consultation, 2021; Resident Survey 2021*



### 2020 – 2024 Strategic Plan Key Actions that this service primarily delivers:

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles
- 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners
- 3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout
- 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.06 Develop asset management plans to provide for future generations
- 3.07 Deliver diverse parks and playspaces
- 4.03 Educate and support our community to zerowaste, water sensitive, energy efficient and adaptive to climate change
- 4.05 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
- 4.08 Protect and conserve the heritage listed Adelaide Park Lands

### 2020 – 2024 Strategic Plan Key Actions that this service supports:

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- 1.06 Support volunteerism to build community capacity and connectedness
- 2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings
- 3.05 Upgrade major recreational facilities
- 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces

### Other Strategies and Plans, as adopted by Council, relevant to this Service:

- [Active City Strategy 2013 - 2023](#)
- [Adelaide Park Lands Management Strategy 2015 - 2025](#)
- [Asset Management Plans](#)
- [Climate Change Risk Adaptation Action Plan 2021 – 2026](#)
- [Community Land Management Plans](#)
- [Disability Access and Inclusion Plan 2019 – 2022](#)
- [Integrated Biodiversity Management Plan 2018 – 2023](#)
- [Safer City Action Plan 2019 - 2023](#)
- [Stretch Reconciliation Action Plan \(RAP\) 2021 – 2024](#)
- [Water Sensitive City Action Plan 2021 - 2025](#)

### **Service opportunities**

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- Develop a car parking policy for the Park Lands to manage expectations.
- Obtain better data on park lands use and what is valued by community through the development of the Adelaide Park Lands Management Strategy.

### **Priorities for next 4 years**

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- Progress a World Heritage bid for the Park Lands
- Develop a new Adelaide Park Lands Management Strategy and commence delivering on its goals
- Review Community Land Management Plans to support the unique values, use and management of each park.
- Asset Renewal Plans
- Enhance and protect Biodiversity through management and monitoring and connecting community to the environment.



### Business Activities for 2021 - 2025

Activities for this Service centres on:

- Biodiversity protection, enhancement and management
- Community education programs and events
- Periodic review of Community Land Management Plans (CLMPs)
- Review of Adelaide Park Lands Management Plan
- Water quality and use
- Park Lands promotion, cleansing, maintenance, management and signage
- Species audits, tree planting and maintenance

### Proposed Business Activities

Deliverable	Program	Team	Function	Source / Driver	21 - 22	22 - 23	23 - 24	24 - 25
Rymill Lake Sustainable Water Benefits Study	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Lakes and Waterways	Water Sensitive City Action Plan 2021-2025	✓			
Water Quality Monitoring Program	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Lakes and Waterways	Legislative	✓	✓	✓	✓
Park Furniture Maintenance and Cleansing Program	City Operations	Waste, Cleansing and Trades	Park Land and Open Space Furniture and Fittings	Asset Management Plans / Legislated SP 4.05 / Integrated Biodiversity Management Plan 2018-2023	✓	✓	✓	✓
Biodiversity policy, management and monitoring	Park Lands Policy and Sustainability	Park Lands and Sustainability	Park Lands and Open Space Management	SP 3.07 / Climate Change Risk Adaptation Action Plan 2021-2026 4.6	✓	✓	✓	✓
Complete Park Lands Tree and other species audit	Operations	Park Lands and Infrastructure Maintenance	Park Lands and Open Space Management			✓		
Deliver a multi-year rolling infrastructure capital works renewal program and city projects	Operations	Infrastructure Delivery	Park Lands and Open Space Management	SP 1.10 / Asset Management Plans	✓	✓	✓	✓
Deliver effective governance of capital investment and life cycle management of infrastructure assets	Infrastructure	Infrastructure Planning	Park Lands and Open Space Management	SP 1.10 / Asset Management Plans	✓	✓	✓	✓

## Park Lands and Open Space | Business Activities

Deliverable	Program	Team	Function	Source / Driver	21 - 22	22 - 23	23 - 24	24 - 25
Deliver effective whole of life planning and management of community infrastructure assets	Infrastructure	Infrastructure Planning	Park Lands and Open Space Management	SP 1.10 / Asset Management Plans	✓	✓	✓	✓
Deliver technical engineering, design, architecture, landscape architecture, surveying, traffic management and development engineering services.	Infrastructure	Technical Services	Park Lands and Open Space Management	SP 1.10	✓	✓	✓	✓
Review and improve species list for climate change resilience	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands and Open Space Management	Climate Change Risk Adaptation Action Plan 2021-2026 4.1		✓	✓	✓
Review Park Lands and Open Space Asset Management Plan	Infrastructure	Infrastructure Planning	Park Lands and Open Space Management	SP 3.06 / Legislative	✓	✓		
Support Park Lands biodiversity volunteers	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands and Open Space Management	SP 4.05 / Integrated Biodiversity Management Plan 2018-2023	✓	✓	✓	✓
Public Convenience Maintenance and Cleansing Program	City Operations	Waste, Cleansing and Trades	Park Lands and Open Space Public Conveniences	Asset Management Plans / Legislated	✓	✓	✓	✓
Installation and maintenance of lighting in the Park Lands	City Operations	Waste, Cleansing and Trades	Park Lands and Open Space Public Lighting	Asset Management Plans / Legislated	✓	✓	✓	✓
Installation and maintenance of roads and paths within the Park Lands	City Operations	Waste, Cleansing and Trades	Park Lands and Open Space Roads and Footpaths	Asset Management Plans / Legislated	✓	✓	✓	✓
Park Lands interpretive and wayfinding signage	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands and Open Space Signage and Line Marking	Adelaide Park Lands Management Strategy 2015-2025	✓	✓	✓	✓
Stormwater management	City Operations	Waste, Cleansing and Trades	Park Lands and Open Space Stormwater	Asset Management Plans / Legislated	✓	✓	✓	✓
Arboriculture Management and Maintenance Program	City Operations	Park Lands and Infrastructure Maintenance	Park Lands and Open Space Tree Management	Adelaide Park Lands Management Strategy 2015-2025 / Asset Management Plans	✓	✓	✓	✓
Biodiversity Maintenance Program	City Operations	Park Lands and Infrastructure Maintenance	Park Lands and Open Space Tree Management	SP4.05 / Integrated Biodiversity Management Plan 2018-2023	✓	✓	✓	✓



## Park Lands and Open Space | Business Activities

Deliverable	Program	Team	Function	Source / Driver	21 - 22	22 - 23	23 - 24	24 - 25
Horticultural Management and Maintenance Program	City Operations	Park Lands and Infrastructure Maintenance	Park Lands and Open Space Tree Management	SP 3.07 / Adelaide Park Lands Management Strategy 2018-2025 / Asset Management Plans	✓	✓	✓	✓
Strengthen collaborative approach to identify tree planting locations to benefit CoA outdoor events	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands and Open Space Tree Management	Climate Change Risk Adaptation Action Plan 2021-2026 6.4		✓	✓	✓
Assist the Adelaide Park Lands Authority with review of the Adelaide Park Lands Management Strategy	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	SP 1.01 SP 3.02 SP 3.07 / Legislative / Adelaide Park Lands Management Strategy 2015-2025	✓	✓		
Develop a Torrens River and Lake Environs Management Plan	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	Water Sensitive City Action Plan 2021-2025 / Integrated Biodiversity Management Plan 2018-2023 / Adelaide Park Lands Management Strategy 2015-2025			✓	✓
Kaurna bio-cultural burn program and projects in Key Biodiversity Areas	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	SP 4.06 SP 3.01 / Integrated Biodiversity Management Plan 2018-2023 / Stretch Reconciliation Action Plan 2021-2024	✓	✓	✓	✓
Park Lands promotion, communication and engagement	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	SP 3.07 / Adelaide Park Lands Management Strategy 2015-2025	✓	✓	✓	✓
Provision of advice to Adelaide Park Lands Authority (APLA) and coordination of APLA business in collaboration with Governance	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	Legislative	✓	✓	✓	✓
Review, consult and update Community Land Management Plans (Parks)	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	SP 3.06 / Legislative	✓	✓		
Review, consult and update Community Land Management Plans (Squares & Formal Parks)	Park Lands, Policy and Sustainability	Park Lands and Sustainability	Park Lands Planning	Legislative			✓	

## Kadaltilla / Park Lands Authority

### Torrens River / Karrawirra Pari Restoration Proposal

Thursday, 28 April 2022  
Board Meeting

**Author:**  
Sarah Gilmour, Associate  
Director Park Lands, Policy &  
Sustainability

Public

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### Purpose

The purpose of this report is to provide an update on the Karrawirra Pari River Restoration project. The proposal involves the construction of one or two wetlands within the existing river alignment adjacent to Pinky Flat and / or Piltawodli (on the northern riverbank between the City Weir and Morphett Street bridge).

The report outlines the context and background to the proposal and the current phase of investigations and design work being undertaken.

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### Recommendation

That Kadaltilla / Park Lands Authority:

1. Notes that a report will be presented to Kadaltilla / Park Lands Authority and Council detailing the outcomes of the scoping study and presenting options and recommendations on concept designs.
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## Implications

<p>Adelaide Park Lands Management Strategy 2015-2025</p>	<p><a href="#">Adelaide Park Lands Management Strategy 2015-2025</a></p> <p>The proposal aligns with the following strategy and actions within the APLMS 2015-2025:</p> <p>Strategy 4.2 Enhance the ecological health of Park Lands water course</p> <p>4.2.2. Minimise the impact of stormwater runoff on Park Lands watercourses while reducing flood risk.</p> <p>4.2.3. Improve the ecological condition of all Park Lands watercourses.</p> <p>4.2.5. Re-establish self-sustaining, healthy aquatic ecosystems through revegetation with native aquatic plants and riparian revegetation in all Park Lands watercourses.</p> <p>4.2.6. Re-imagine watercourses and wetlands in the Park Lands to enhance their value to biodiversity protection and informal recreation and provide interpretation to raise public awareness of their importance to sustaining the City environment.</p> <p>4.2.7. Continue to work with the State Government and other Councils to reduce stormwater and other pollutants entering into the Torrens River catchment.</p>
<p>APLA 2020-2025 Strategic Plan</p>	<p><a href="#">Adelaide Park Lands Authority 2020-2025 Strategic Plan</a></p> <p><a href="#">Strategic Plan Alignment – Environment</a></p> <p>Improve community connection with the natural and cultural landscape of the Park Lands.</p>
<p>Policy</p>	<p><a href="#">Water Sensitive City Action Plan 2020-25</a></p> <p>Action 3.1:</p> <p>Establish partnerships to deliver wetlands within the River Torrens riparian zone to improve water quality and restore aquatic biodiversity in the City.</p>
<p>Consultation</p>	<p>Kaurna representatives have been engaged to provide input into the project. Key river users, such as Popeye and rowing clubs, are also being consulted.</p>
<p>Resource</p>	<p>Not as a result of this report</p>
<p>Risk / Legal / Legislative</p>	<p>Not as a result of this report</p>
<p>Opportunities</p>	<p>Opportunities include:</p> <ol style="list-style-type: none"> <li>1. Improvements to river water quality, ecological function and biodiversity.</li> <li>2. Creation of a high-quality community space of Kaurna significance that enhances recreational and tourism opportunities.</li> <li>3. Significant improvements to aesthetic and design outcomes.</li> </ol>
<p>City of Adelaide Budget Allocation</p>	<p>Budget allocation for the 2021/22 financial year is \$250,000.</p>
<p>Life of Project, Service, Initiative or (Expectancy of) Asset</p>	<p>Asset life to be determined as part of the scoping study and concept design report.</p>
<p>Ongoing Costs (eg maintenance cost)</p>	<p>Estimates of maintenance and operational costs will be developed as part of the scoping study and concept design report.</p>
<p>Other Funding Sources</p>	<p>Green Adelaide has announced a \$5 million project for Transforming the Torrens over a period of two, up to four, financial years subject to future negotiation that could leverage this project.</p>

## Discussion

### Background to the governance and management of Karrawirra Pari and Torrens Lake

1. Karrawirra Pari, and particularly the Torrens Lake, is a highly modified and engineered river system typified by the Torrens Weir and establishment of the Lake.
2. Urban waterways and rivers typically exhibit poor water quality and ecological health due to a range of causes including stormwater pollution, altered flow regimes, erosion, removal of remnant vegetation and introduced pest flora and fauna species.
3. Poor water quality and ecological health is evident throughout Karrawirra Pari as with other urban river systems.
4. Torrens Lake blue green algae (BGA) outbreaks began occurring from around 1998. In addition to the links between BGA outbreaks and poor catchment stormwater water quality, large-scale dredging of sediments prior to 1998 are understood to be a key contributor to BGA outbreaks due to the removal of macrophytes and release of nutrients from sediments.
5. The BGA outbreaks, and consequent Lake closures, were the catalyst for the establishment of the Torrens Taskforce in 2006.
6. The Torrens Taskforce was responsible for implementing strategies and actions to improve water quality in the Torrens Lake and reduce BGA blooms. Strategies and actions ranged from broad catchment wide initiatives to localised responses within the Torrens Lake.
7. The Torrens Taskforce is no longer operational. A review of the implementation of Torrens Taskforce initiatives conducted by Urban Regional Planning Solutions (URPS) in 2017, outlined that, while some measures implemented contributed to improving river health and water quality, the management and governance of the Karrawirra Pari remained uncoordinated and required a renewal of efforts to improve strategic planning and management.
8. There are currently no clear governance arrangements in place for coordinated catchment wide management of Karrawirra Pari.
9. The River Torrens Water Quality Improvement Project was established subsequent to the Torrens Taskforce and is an informal group of stakeholders established to manage water quality within the Torrens Lake. Members of the group include the City of Adelaide, Green Adelaide, Environmental Protection Authority (EPA), SA Water and the City of Charles Sturt.
10. The primary function of the River Torrens Water Quality Improvement Project group is to coordinate dilution flow releases. It also coordinates communication activities associated with Torrens Lake water quality issues.
11. Green Adelaide is the primary State Government body responsible for urban waterways in accordance with the Landscape South Australia Act 2019.. Green Adelaide's Regional Landscape Plan 2021-2026 outlines a 'key focus area' to "protect, enhance, and restore water resources and water-dependent ecosystems through partnerships and on-ground delivery".
12. Strategies implemented by the City of Adelaide (CoA) and the River Torrens Water Quality Improvement Project in the Torrens Lake and adjacent catchments to improve water quality and river health include:
  - 12.1. Water sensitive urban design – installation of gross pollutant traps and other street scale stormwater management measures.
  - 12.2. Carp management – periodic carp monitoring and removal using electro-fishing.
  - 12.3. Weed management – removal of woody weeds along the banks of the river.
  - 12.4. Litter removal.
  - 12.5. Water quality monitoring – the CoA coordinates the collection of water quality data within the Torrens Lake. The primary use of the data is the monitoring of BGA counts.
  - 12.6. Dilution flows – Green Adelaide (and its predecessor the Adelaide and Mount Lofty Natural Resource Management Board) in conjunction with SA Water coordinate the release of flows from Kangaroo Creek Reservoir to flush the river when BGA counts reach a certain level deemed at risk of causing a BGA outbreak. Facilitating flow releases are a requirement of SA Water under the direction of the Minister for Environment and Water and the *Public Corporations Act 1993* and are considered the most effective current tool to reactively manage BGA outbreaks in the Lake.
  - 12.7. Aeration / destratification pumps – previously installed for the purpose of temperature destratification. The pumps were removed in 2019 as they were deemed to be ineffective and costly to run and maintain.



- 12.8. Macrophyte planting trials – small macrophyte planting trials were implemented between 2013 and 2018. The trials, aimed at establishing sections of submerged aquatic plants at various locations in the Lake, were largely unsuccessful due to uprooting from high flow events, sedimentation, poor light penetration and consumption by waterbirds.
- 13. Removal of sediment build up has been undertaken periodically by the City of Adelaide to improve amenity and navigation.

**Strategic context for recent investigations to improve water quality and ecological function of Torrens Lake**

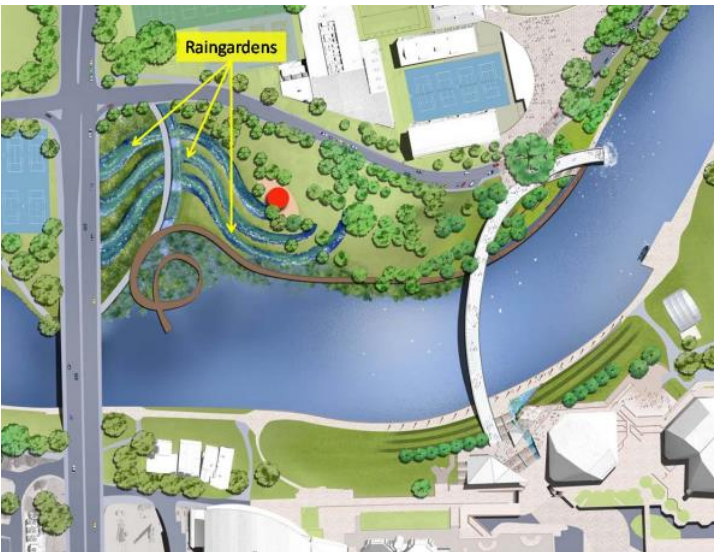
- 14. The previous City of Adelaide Strategic Plan 2016-2020 objective “by 2020, Aquatic Native Plants on the Torrens Lake Floor will have increased from almost zero to 7,500 square metres” provided the strategic basis for investigations into large scale restoration of aquatic vegetation within Torrens Lake.
- 15. The construction of wetlands and other localised treatment systems have also previously been investigated and proposed by the State Government and were included in the previous Greater Riverbank Implementation Plan 2013 (See Figure 1).

**Figure 1:** Representation of wetlands concept from the Greater Riverbank Implementation Plan (2013).



- 16. In 2013 an alternative proposal was developed by Design Flow for Renewal SA (Figure 2). This proposal was presented to Council, although no further action was undertaken regarding this proposal.

**Figure 2:** Renewal SA proposal (prepared by Design Flow) for Pinky Flat stormwater treatment system (2013).



**Torrens Lake Rehabilitation Assessment report**

- 17. In 2018, consultancy Water Technology was engaged by the CoA to complete a Torrens Lake Rehabilitation Assessment report ([insert link here](#)). The objective of the assessment was based on the Strategic Plan 2016-2020 objectives to increase aquatic plants in the Torrens Lake.

18. The Torrens Lake Rehabilitation Assessment report outlined approaches and options for increasing submerged aquatic vegetation in the Torrens Lake to contribute to improved water quality, river health and biodiversity outcomes.
19. The Torrens Lake Rehabilitation Assessment report outlined two main options for increasing macrophyte coverage in the Torrens Lake:
  - 19.1. Option 1 – Shallowing the entire lake floor. This was not considered feasible due to the impacts on Lake users (eg rowing activities and the Popeye) and also the technical difficulties with retaining filled sediment and macrophytes during high flow events.
  - 19.2. Option 2 – A series of wetlands (in-channel and side-channel) with a maintained flow path through the Lake. This was considered feasible and further modelling work was undertaken.
20. The report identified 6 potential locations for the wetlands (Figure 3). Locations identified were in shallower areas of the river outside the main flow path with lower water velocities.

**Figure 3:** Proposed locations for wetlands (prepared by Water Technology) (2018)



21. The potential benefits of the implementation of the wetlands identified in the report include:
  - 21.1. Improve water quality by reducing sediment and nutrient loads from organic pollutants, reducing turbidity and providing habitat for beneficial aquatic organisms.
  - 21.2. Balance the phytoplankton dominated environment which perpetuates algae growth by re-establishing macrophytes that 'out compete' blue-green algae and act as a natural 'cleaning' process.
  - 21.3. Providing shallower water levels and improved light penetration to support plant growth as well as reducing flow velocities for plant stability.
  - 21.4. Reduce the total Lake water volume and establish a designated channel which allows depths to cater for boat movement and flood conveyance.
  - 21.5. Provide habitat for native species of water birds, frogs and native fish species and reducing grazing pressure from carp and birds.
  - 21.6. Create a unique visitor experience showcasing South Australian native wetland environments, plant communities and species and provide outdoor recreation activities (boardwalks and viewing areas) in the heart of the City.
22. The outcomes and recommendations of the Torrens Lake Rehabilitation Assessment report were presented to a Council workshop on 17 September 2019.
23. The presentation was in response to a Council resolution at the meeting on 27 August 2019 to "request Administration provide an update on what the City of Adelaide has done to improve the water quality of the River Torrens and provide information on opportunities to work more collaboratively with State Government or other partners to ensure water quality issues in Torrens Lake are addressed to enhance the long-term sustainability of the River Torrens".
24. The current project team includes representation from Green Adelaide and additional engagement has occurred with Renewal SA.



25. Council allocated \$250,000 in the 2021/2022 Business Plan and Budget following investigations commenced in 2020/2021.
26. A review of the locations identified in the Torrens Lake Rehabilitation Assessment report was conducted with the aim of prioritising 1 to 2 locations to undertake further detailed feasibility investigations and progress to concept and detailed designs. Incremental water quality improvement would be anticipated as additional wetland locations were established.
27. Based on considerations such as available wetland area, adjacent land uses, adjacent river uses, existing infrastructure, operational considerations and recreation and tourism opportunities; Pinky Flat and Piltawodli wetland sites (shown as Pinky Flat wetland and City West Wetland respectively), in Figure 3 were deemed suitable for further investigation with a view to developing concept designs.
28. Construction of 1 to 2 wetlands will contribute to water quality improvement and provide 'proof of concept' but will not resolve all water quality issues. The potential for BGA outbreaks will remain. Complimentary measures, such as dilution flows (with possibly reduced volumes and frequency), will also likely be required.
29. Initial contact with Kurna on the wetlands river restoration concept was undertaken by consultants. Integrated Heritage Services were engaged to facilitate this engagement and Kurna representatives gave in-principle support to the wetlands proposals at the Pinky Flat and Piltawodli locations pending ongoing engagement and consultation through subsequent stages of the project development.
30. Green Adelaide announced the \$5 million 'Transforming the Torrens' program in November 2021. CoA are currently in discussions with Green Adelaide in relation to the terms and conditions of the \$5 million funding allocation towards the Karrawirra Pari River Restoration Project.

### **Scoping Study and Concept Design project**

31. In 2021, Taylor Cullity Lethlean (TCL) landscape architecture consultancy completed a Scoping Study and Concept Designs for the Karrawirra Pari River Restoration project focused on the Pinky Flat and Piltawodli (City Weir wetland) locations.
32. The scoping study and concept design project is based on the broad concept and wetland footprints outlined in the Torrens Lake Rehabilitation Assessment report for the proposed locations.
33. The project team contains representation from Green Adelaide and is consulting broadly across the CoA administration.
34. Kurna engagement on the project is being facilitated through the Kurna Yerta Aboriginal Corporation (KYAC).
35. Initial targeted consultation with key Torrens Lake users, such as rowing clubs and the Popeye is also being facilitated.
36. The objective of the scoping study and concept design project is to facilitate the implementation of river restoration at Pinky Flat and Piltawodli (City Weir) through detailed feasibility and technical assessment and the development of concept designs that comprehensively considers the ecological, social, regulatory and technical requirements of the project.
37. The design objectives of the scoping study and concept design report are:
  - 37.1. To improve water quality, increase biodiversity and provide habitat through the reintroduction of aquatic vegetation, appropriate plant selection and innovative wetland/waterway design.
  - 37.2. To create a high-quality community space of Kurna significance that enhances recreational and tourism opportunities through the interaction of people, nature, the river, and culture.
  - 37.3. Demonstrate innovative approaches to managing water quality and urban waterway renewal.
38. To date key items under consideration as part of the scoping study have included:
  - 38.1. Review of adjacent landscape and infrastructure and impacts on design and functionality.
  - 38.2. Functional design considerations, such as pumping and wetland flow regime to facilitate wetland function and water quality improvement.
  - 38.3. Edge design and construction methodology to maximise wetland area and provide for the most cost-effective construction approach.
  - 38.4. Transport and movement options through and around the sites.

### **Next steps**

39. The outcomes of the scoping study will inform the development of site-specific concept designs as part of the current TCL engagement.

40. A report and presentation will be brought to Kadaltilla / Park Lands Authority and Council by July 2022 outlining the findings of the scoping study and recommending a preferred concept design.
41. CoA will continue to work with Green Adelaide to finalise the terms and conditions of the proposed \$5 million funding announcement and opportunities arising from this project.
42. Subject to Kadaltilla / Park Lands Authority and Council approval, and negotiation of funding arrangements, detailed design could commence in 2022/2023.

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## Attachments

Nil

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- END OF REPORT -