



# THE COMMITTEE STRATEGIC DISCUSSION FORUM AGENDA & PAPERS

for the meeting

Tuesday, 16 August 2022 at 5.30 pm



Members – The Right Honourable the Lord Mayor, Sandy Verschoor

Deputy Lord Mayor, Councillor Abrahimzadeh (Chair)

Councillors Couros, Donovan, Hou, Hyde, Khera, Knoll, Martin, Moran and Snape

#### 1. Acknowledgement of Country

At the opening of The Committee meeting, the Chair will state:

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

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

#### 2. Apologies and Leave of Absence

Nil

#### 3. Confirmation of Minutes

That the Minutes of the meeting of The Committee held on 2 August 2022, be taken as read and be confirmed as an accurate record of proceedings.

#### 4. Discussion Forum Items

Presentation

Strategic Alignment - Enabling Priorities

#### 4.1 McGregor Tan Research Outcomes

3 - 19

Workshop

Strategic Alignment – Thriving Communities

#### 4.2 Walking Strategy

20 - 35

#### 5. Closure



Large City Employer Pulse Survey comprised 27 large employers who participated in Phase 1 of the research program, exploring current perspectives and tracking any behaviour change.

Four focus groups were conducted with City Users and City Workers, with the below characteristics:



City Users: Who used to come to the city frequently pre-COVID for high-frequency activities such as retail and dining and still do those activities with the same frequency, but not as often as before in the city.



City Workers: Work in the city and have some flexibility in their work arrangements (work from home for part of the week). Skewed towards 'staying put segment' - prefer working from home more than they currently do. A good mix of industries, age, gender, and family stage.



City Workers - young professionals: Under 35, work in the city and have some flexibility in their work arrangements. A mix of likely and unlikely to live in the city. High propensity to being 'out and about'.



City Workers - parents accessing childcare: Parents who work in the city and have some flexibility in their work arrangements, have young children and are accessing childcare or paid after-school care. Mix of full-time and part-time employment.

# **Focus Group Summary**



Being known as a place of opportunity and progression is a desired future association

#### What Adelaide is known for- now

- Lifestyle associated with affordability, lack of traffic/ short commutes, "less hustle and bustle"
- √ 'Hidden gem' quiet but with a lot to offer
- Universities and great higher education offer
- Events (Fringe, WOMAD etc.) and 'Mad March'
- ✓ Weather limited extreme weather events such as floods
- 'City of churches' while mentioned by one participant, this was not a strong association

#### What Adelaide should not be known for

X "A big country town where nothing happens and there is nothing to do."

#### What Adelaide could be known for - future

- ✓ Science and future industries (Space industry, innovation Lot14)
- ✓ A place of opportunity especially for young people and encouraging people from interstate to consider Adelaide as a place to live
- ✓ Progressiveness
- ✓ Medical research
- √ Year-round events and unique events (cultural, arts, sports, music)
- ✓ Big/ specialty brands

# Vibrancy in the city has bounced back – time to look to the future.

Most agreed that "COVID is over", it is time to move on from the recovery stage and focus on the future



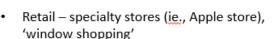
Vibrancy in the city has been steadily improving since March, noticeably during the working week. Many observed increased city-bound traffic, busier carparks, and more foot traffic in the city during the week.

# **Focus Group Summary**

# The city is the number one choice for activities that can't be replicated elsewhere

Everyday activities, such as grocery shopping or getting takeaway, preferred in the suburbs





 Restaurants – fine dining, special dates (birthdays, anniversaries, date night)

#### Exclusive to the city:

- Central Markets
- Music events festivals, concerts
- Sporting events Adelaide Oval etc.
- Theater, shows
- Casino
- · Galleries, museums, exhibitions
- · Overnight accommodation
- · Nightclubs, having a night out



- Retail shopping precincts such as Marion, Burnside Village etc. due to better parking options and variety
- · Grocery shopping (or online)
- Pubs
- Takeout as they are closer to home
- Restaurants everyday/ date night for some
- Meet with friends that live in the same area
- Cafes
- · Date nights/ going to the movies

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# Focus Group Summary – key themes

# Hybrid working is here to stay, however, having a physical office is important

Being able to work from home is particularly beneficial for parent accessing childcare or OSCH, and a benefit they are not willing to part with

# Childcare in the city is not attractive if working from home part of the week.

Providing childcare is not seen to be Council's responsibility

"When I thought I would work in the city every day, I definitely thought childcare is going to be in the city. Lucky that we haven't committed because what do you do on those days when you work from home and then you've got to commute in for a drop-off?"

"When you do a mix of work in the office and work from home, my preference would be for them to be closer to home."

City Workers with some flexibility in their work arrangements agree that hybrid work has become an employee expectation rather than a 'nice to have'. Evidence of how this has been ingrained in employee's workplace expectations includes the following examples:

- Co-workers pushing back on new directives to work more from the city premises (Young professionals)
- Passing up a promotion that required working from the city office 100% of the time (Childcare group)
- Recruiters experiencing more applicants demanding flexibility and working from home (City Workers)

- The shift to hybrid working has eased some of the challenges for working parents
- · All parents enrolled their children in childcare centres and schools closer to home
- Drop off and pick up closer to home- easier (parking- door to door), log back on later
- Mindset- getting prepared for the work day on commute, not rushing to drop off in city
- Commute into the city with children not appealing
- Logistics of getting to a city based childcare are too great



Apart from working from home, logistics and peak-time city traffic are key barriers. Childcare centres would need to be conveniently located close to the workplace and have well-thought-out parking, drop-off and pick-up solutions to be a serious consideration.

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# **Focus Group Summary**



Activating the city and increasing foot traffic was seen as an important factor to improve safety in the city

- High foot traffic and a vibrant and "buzzing CBD" make activities in the city feel safe.
- Many choose to not visit the city after dark, or take additional precautions and avoid certain areas.
- The walk from the university to the train station along North Terrace, as well as Hindley

  Street and Rundle Mall, were seen as particularly problematic areas on both weekends

  and mid-week.
- Some further commented on seeing more homelessness recently, impacting negatively on the 'vibe' and amplifying safety concerns.
- · When comparing the city to the suburbs, suburbs felt safer at night in general.

"Safety is a big one. The walk from Adelaide Uni to the train station is a big issue. I've had bottles thrown at me." - Young professionals

"There are a lot of homeless people in the city right now, as awful as it sounds, that kills the vibe. There needs to be a good mix of people to feel safe." - City Workers

"I would like the city to be safer in 5 years time. There are many problem areas where it's dark and people hang out; change that and it would definitely make me go more often." – City Users

"I would go to chill with friends at Uni but at night I avoid the area; it's quite unsafe in the city at night." — City Users

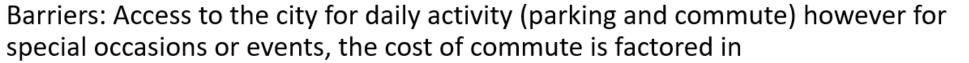
"Hindley Street is a problem. I would not go there after dark." - City Users

"Maybe we need some more policing in some areas. Just more of a presence." – Young professionals



Improved lighting, a greater police/ security presence at night, and increasing foot traffic will make the city feel safer and encourage visitation.

# **Focus Group Summary**



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Cost of city parking is a key barrier for City Users.

Cheaper parking could encourage this cohort to frequent the city more for everyday activities that can also be done in the suburbs

"I'd much rather go to Marion to shop. It's easier to park and there is more stuff there."

"If parking was cheaper, I would go more; certainly for shopping."



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Cost of city parking and public transport is a key pain point for City Workers; but those with hybrid arrangements will not return more frequently as they appreciate the time at home "If there was free parking in the city. I would be driving in every day."

"Maybe having an incentive: after a certain amount of parks, you get free or cheaper parking. It gets cheaper. That would encourage you coming in more."



Young professionals have no significant accessibility barriers;

Public transport is the preferred mode, seen as simple, convenient, an opportunity for 'me-time', and a cost-effective option

"I would say, one of the best things about working in the city is accessibility with public transport; the bus stop is not far from my place and it's really easy."

"I catch the bus. Why not read a book on the bus or relax while I pay less?"



Time spent commuting is a concern for parents. Many choose to drive into the city for work as it offers the greatest flexibility and makes childcare/ school drop-offs and pick-ups easier.

"The cost of parking is a barrier. I need to get back by a certain time for pick-ups, so I generally drive and my husband as well; doubling the parking costs is huge."

"For me, free parking would be great when I have to be there but it would not outweigh the chaos of a long day in the city versus being at home."

# Focus Group Summary – key opportunities

# Opportunity: city + workplace amenity is the key

Having abundant choice, and being close to a wide variety of eateries, cafés and shops is a major perk of working in the city

# Best thing about working from office

- etc) ✓ Technology (dual screens, printers
- Collaboration/ socialising/ networking
- Getting things done quicker/ immediate feedback
- ✓ Incidental learning
- ✓ Dressing up/ feeling nice

# Best thing about working from the city

- ✓ Lunch and coffee options
- ✓ Convenience access to shops/ retail
- Running errands in the lunch break
- ✓ Friday night drinks/ going out after work

"For me, 50% is about having direct access to colleagues and the other 50% is that I can go out on my lunch breaks and quickly run an errands." – Childcare group

"For me, it's the city environment rather than the office; The office itself isn't too stimulating or fun, but being able to catch up with other colleagues and exchange ideas or meeting at a coffee shop makes it a bit more fun." — Childcare group

"For me, it's the socialisation of going into work, getting things done, and having dual screens makes it much easier – so more the office than the city." – City Workers

"The office and Friday nights in the city. There are a few people at work that I like and we do like to go out on Fridays." – City Workers

"It's a bit of both. If you have good things happening in the city and you have good people to hang out with at work, that's an incentive." — Young professionals



With fewer days worked from the city premises overall, the propensity to leave the office and spend money when in the city is higher compared to pre-COVID.

# **Focus Group Summary**

# Opportunity: encourage people to **do more** on the days they are in the city

Group	Business events/ training (networking, TED talks, workshops etc)	Social events (shows, food trucks etc)	City Rewards Program	Alternative workspaces (pods/ hubs, nice/ modernised office spaces)
<b>P</b> ity Workers Ge 11	<ul> <li>Business events <u>during the workday</u></li> <li>There was limited interest outside of work hours.</li> </ul>	key motivators to work from the city on that day.	<ul> <li>A City Regards Program is appealing – can encourage doing (and spending) more on office days.</li> <li>Existing programs (such as Rewardle or Amex cash back rewards) are appealing.</li> </ul>	Modern workplaces, sit-stand desks, and separate offices (rather than open-plan) would motivate some to work more from the city premises.
Young Professionals	<ul> <li>Limited interest in external business events.</li> <li>employees choose the days they work from the office based on 'what's on'.</li> </ul>	<ul> <li>More social events such as food trucks, street parties, markets, arts or sports events would encourage this cohort to work from the city premises more.</li> <li>Socialising, both within and outside of work, is the strongest driver to be in the city.</li> </ul>	<ul> <li>Reward programs are highly appealing, "if someone is paying for dinner, I can go see a show".</li> <li>exploring new places in the city.</li> </ul>	<ul> <li>networking seen as a potential benefit</li> <li>One suggested they would like working from <u>hubs in the suburbs</u> on work-fromhome days to get out of the house and benefit from a different work environment while saving the commute to the city.</li> </ul>
Childcare group	Business events during the workday are difficult to fit - wouldn't encourage extra visits- just a switch of days	<ul> <li>Go straight home after work</li> <li><u>Family-friendly events on weekends</u> would appeal.</li> </ul>	While parking, food, and shopping discounts would be welcomed, it <u>would</u> not incentivise working additional days from the city office.	• "We have all that, but that doesn't override the commute and the extra time it takes. It's nice when you're there, but it's just not enough."

#### **Highlights**

- Young professionals are the 'low hanging fruit' and a key opportunity segment.
- The city is the obvious choice for activities that can't be replicated elsewhere.
- Personal safety, particularly at night, is a concern and impacts city visitation.
- A combination of the city amenity and office perks motivate City Workers to work from the city premises.
- Childcare centres in the city are not practical if working from home and not appealing to parents with flexibility.



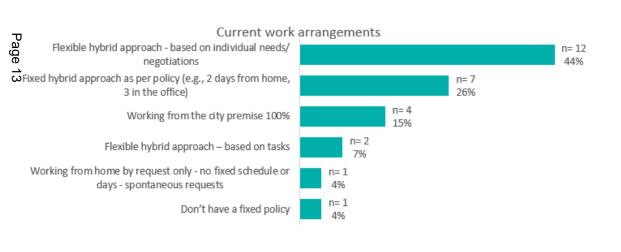
# Participants suggested improvements to encourage more visitation

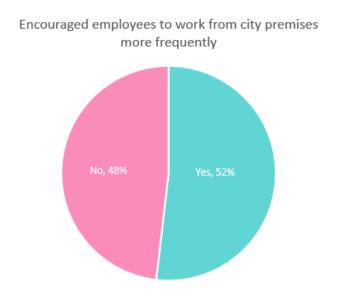
- Special attractions and events that are <u>unique</u> to the city
- 2. Creating more vibrant 'laneway bar areas'
- 3. Improving the street appeal of main streets
- 4. Activation of the riverbank precinct
- Creating more areas like the Light Square arts and hospitality hub
- Closing off Rundle Street for a mall with outdoor dining (COVID safe and more atmosphere)
- 7. Having a City Rewards Program (such as the 'Entertainment Book' or 'EatClub')
- 8. Decorating the city during special holidays
- 9. Big-name brands and specialty stores for shopping
- 10. Extending trading hours for retail and hospitality

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# 77% of large employers offer regular hybrid work arrangements

# 52% have actively encouraged people back into the city





Q3. What best describes your work from home policy/arrangements: Select one Base: 27 (n=27)

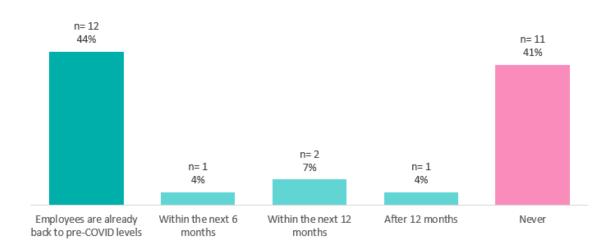
Q7 Employers have previously suggested the items below as things that might encourage their employees into the city for work more frequently. In the last 3 months, has your organisation done any of the below to encourage staff to work from the city premises more often? (select all that apply)

Base: 27 (n=27)

59% already have everyone back or expect to by end of year

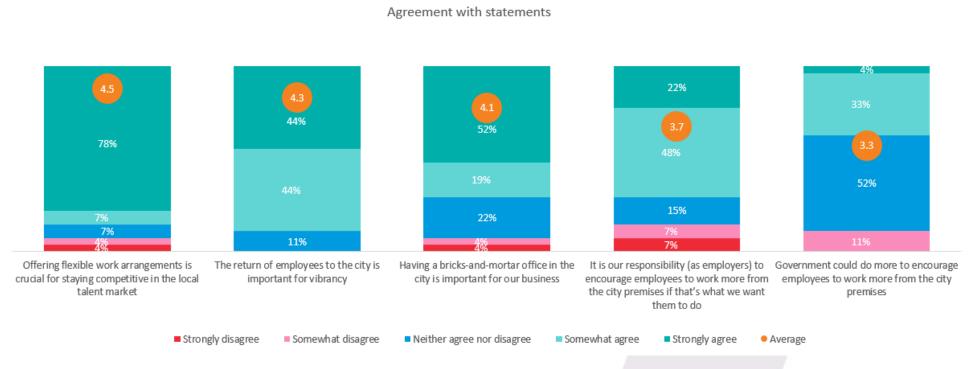
41% of large employers don't expect their employees to work from the city premises at pre COVID levels





Q4. When do you expect all employees to return to working from the city premises at pre-COVID levels? Select one Base: 27 (n=27)

Flexibility is crucial for staying competitive but office based workforce is essential for vibrancy



Q5. On a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree, how strongly do you agree or disagree with the following statements: Select one Base: 27 (n=27)

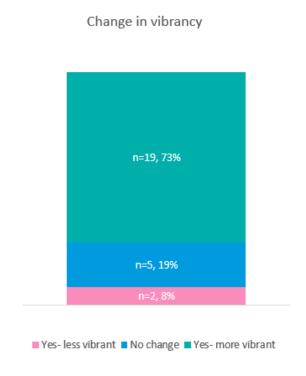
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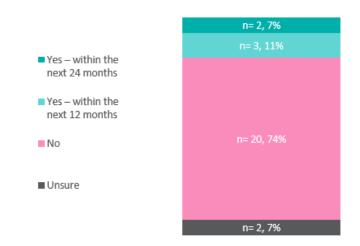
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Vibrancy during the workweek is seen to have improved in the past three months (March, April, May)

Majority of businesses do not anticipate reducing their physical office in the city

Anticipation to reduce physical office space in the city

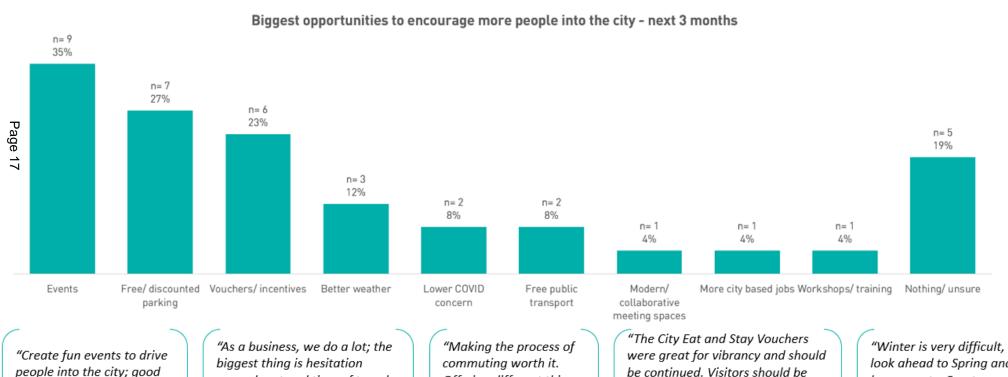




Q9. In the past three months, have you noticed a change in the vibrancy in the city during the workweek (Monday - Friday)? Base: 27 (n=26)

Q6. Do you anticipate reducing your physical office space in the city? Base: 27 (n=27)

# Events, cheaper parking and vouchers biggest opportunity to increase city visitation



"Create fun events to drive people into the city; good food and music always attracts people." "As a business, we do a lot; the biggest thing is hesitation around cost and time of travel. Free parking or public transport would be the biggest help."

"Making the process of commuting worth it. Offering different things that people can choose from." "The City Eat and Stay Vouchers were great for vibrancy and should be continued. Visitors should be reminded that the City is convenient to accomplish many tasks in one day."

"Winter is very difficult, look ahead to Spring and have events. Create FOMO. Car parking costs need to be less."

Q10. In the next 3 months, what do you think are the biggest opportunities to encourage more people into the city? Answer in as much detail as possible. Base: 27 (n=26)

# **Large Employer Pulse Summary - Recommendations**

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	Collaboration with business	Large employers firmly believe they are responsible for their workforce, and where they are based, however welcome Council run initiatives and relevant email communications.
<b>&gt;&gt;&gt;</b>	Future focus	While COVID is still a consideration and concern, most agree that it is time to stop talking about recovery and focus on the future instead.
	Car-free streets and alfresco dining	Events are the greatest driver of city visitation. Closing off streets for outdoor dining, live music, pop-up bars, and markets is highly appealing and could increase the frequency and duration of time spent in the city.
	City Rewards Program	A City Rewards Program appeals and sparks motivation to explore new places in the city. While most City Workers would not work additional days from the city premises, it could encourage them to stay longer and do more on the days they are in the city. (pulse and FG)
	Improved safety measures	Improved lighting, a greater police/ security presence at night, and increasing foot traffic will make the city feel safer and encourage visitation.
0	Improved shopping experience	Many retail shopping habits have shifted to the suburbs due to better accessibility and shop variety. Improving the shopping experience by occupying vacant stores, attracting specialty stores and big-brands, extending trading hours, and importantly, discounting parking fees, specifically for retail shopping and on weekends, could encourage shopping in the city instead.
	City based childcare not appealing	In a world where we can 'work from anywhere', the prospect of more childcare centres in the city did not appeal to workers with hybrid arrangements, with childcare closer to home being the preference. Exploring this further is not recommended.
S	Liveability and affordability	Promoting benefits of living in the city coupled with affordable housing could be an opportunity to attract young people to consider living in the city. In particular, those who enjoy being 'out and about' and have limited family commitments.
	Activations for young people	Consider promoting events and activations specifically targeted at younger people as this cohort has limited accessibility barriers, or family commitments, and socialising/ catching up with colleagues and friends is their key motivator to spend time in the city.
	Accessibility	Offering free or discounted parking and public transport can encourage City Users and City Workers to come to the city more frequently. Particularly for everyday/ unplanned activities for City Users, as well as shopping on weekends (groups and pulse)

# Full Reports & Next Steps

# Full Reports

Full versions of the McGregor Tan Phase 2 Summary research findings can be accessed using the below links:

- City of Adelaide Return to the City program Focus group report (Conducted June 2022) (<u>Link 1</u>)
- City of Adelaide Return to the City program Large Employer Pulse Check (Conducted June 2022) (<u>Link 2</u>)

# **Next Steps**

McGregor Tan will continue to:

- consider the insights and findings to inform planning
- conduct pulse checks with large employers
- share the findings with those involved, the community and Elected Members

# Walking Strategy **Background**

- Council (10 September 2019) resolved to prepare a Walking Strategy as follows:
  - (1) Notes the recent data compiled by Walking SA on pedestrian safety within the City of Adelaide.
  - (2) Notes the current opportunity to provide policy input to complement/inform the Integrated Transport Plan and City Access Strategy.
  - (3) Requests administration prepare a detailed walking strategy as part of the Adelaide Design Manual, including a peer review of the walking strategies of other cities (eg Melbourne and Sydney), to improve Adelaide's walkability and liveability.
- On 14 January 2022, the then Minister for Health launched South Australia's first Walking Strategy and Action Plan.
- Project Reference Group (PRG) first met in June 2022.
  - The PRG comprises staff from adjoining Councils, state government representatives and CoA staff.

## Walking Strategy

# **Development of a Discussion Paper**

- Summarises the review of international and local walking/transport strategies and case studies.
- Assesses current CoA policies.
- Draft principles and next steps to develop the Walking Strategy.



"The analysis undertaken in support of this Discussion Paper demonstrates that Council has undertaken a range of work over the past twenty years that provides a good foundation upon which to build an integrated walking network to serve the city community.

New directions from national guidance and State Government mean that we need to consider our risks and our responsibility as road managers, to adopt and implement the Safe System approach, including safer speeds."

- Discussion Paper: A Walking Strategy for the City of Adelaide (CoA) (Link 1)

#### A walkable Adelaide

- A public realm that is "connected, attractive, transformative"
- Creating a "healthy and sustainable" community
- An "inclusive and safe" environment for active travel
- "Where walking is the natural choice"



#### **KEY QUESTION**

**Principles** 

What are Council Members' views on the defined principles for the walking strategy?

#### **KEY QUESTION**

Outcomes

What outcomes would Council Members' like to see incorporated into the Walking Strategy?

# Walking Strategy Implications



Implication	Comment
Policy	The Walking Strategy will outline the policies that inform future projects.
Consultation	The draft strategy will be brought back to Council prior to any further engagement and / or consultation.
Budget Consideration	\$35,000 allocated in 2022/23.
Risk / Legal / Legislative	Not as a result of this workshop.
Opportunities	There is an opportunity to integrate the Walking Strategy with the City Plan and other strategic transport documents currently under development.

## Walking Strategy

## **CoA Policies & Plans**

- Smart Move Strategy 2012 2022
  - Desired outcome: Easy walking
    - walking is easy, comfortable and safe
    - pedestrians have priority
    - pedestrian conditions are suitable for people of all levels of mobility
    - the pedestrian network is well-connected.
- Climate Action Plan 2022 2025
  - A Mobile Population
  - Headline action: Implement Cycling Infrastructure and Walking Strategies

# Walking Strategy CoA Policies & Plans

- City Plan (in development)
  - Strategic goals:
    - To articulate what the city and its different spatial areas could become
    - To ensure increasing density creates liveability and to proactively plan for growth and change
- City Access Strategy
  - Consultation continues with relevant State Government agencies to inform the City Access Strategy following the change of government

#### Walking Strategy

## **Best Practice Review - International**

#### The International Charter for Walking

#### Eight principles:

- Increased inclusive mobility
- Well designed and managed spaces and places for people
- Improved integration of networks
- Supportive land-use and spatial planning
- Reduced road danger
- Less crime and fear of crime
- More supportive authorities
- A culture of walking



### **Best Practice Review – Australia**

# City of Sydney

- 1. Make walking quick, convenient and easy
- Make walking inviting and interesting
- 3. Make walking safe and comfortable
- 4. Create a strong walking culture

#### Our ten walking targets for 2030:

- Walking to make up one third of commuter trips by City of Sydney residents
- Walking to account for 60% of local trips by City of Sydney residents by 2030
- Reduce delay to walking times by 10% across key walking routes
- Increase footpath capacity by 20% on average on main activity streets through planned upgrades
- Improve walking amenity by 10% on main activity streets through planned upgrades
- All residents to be within a 10-minute walk (800m) of commercial/retail space suitable for essential daily needs
- 7 Every resident to be within a three-minute walk (250m) of the Liveable Green Network
- 8 Reduce traffic related crashes involving people walking by 50%
- Walking to make up 50% of trips to and from late night precincts
- 90% of residents feel safe walking in the day and night

## South Australian Walking Strategy

- Plan walkable neighbourhoods, towns and cities
- Build connected, safe and pleasant working environments for all
- Create a South Australian walking culture

#### Our vision is: More South Australians walking more often; all ages, all abilities



#### Transport

More South Australians making short trips by walking



#### Recreation & Sport

More South Australians accessing green open space for walking



#### **Health & Wellbeing**

More South Australians improving their health and wellbeing through walking

#### Our priorities are

#### Plan walkable neighbourhoods, towns and cities

- Plan for walkable places
- Plan for integrated public transport and walking
- Plan for universally accessible walking facilities for all ages and abilities

#### Build connected, safe and pleasant walking environments for all

- Create connected and pleasant walking networks
- Balance the needs for all travellers on our roads and footpaths
- Reinvigorate our main streets and local neighbourhoods
- Enhance our walking tracks and trails

#### Create a South Australian walking culture

- Educate, market and promote walking
- Realise the economic and tourism value of walking in South Australia

# **City of Adelaide statistics**

#### How many people walk?

- About 40% of people working in the City travel by active or public transport.<sup>1</sup>
- 19% of city users are walking and 46% using public transport to the city.<sup>2</sup>

#### Who is (not) walking?

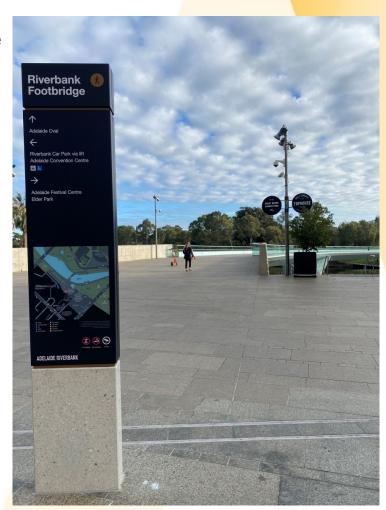
- Only about half (51%) of residents meet the recommended physical activity levels.
- 70% of children driven to school; 71% want to travel actively.<sup>3</sup>

#### **Barriers to walking**

- Safety and infrastructure.
- Mobility issues, dislike of walking, use of trams.

#### **Opportunities in Adelaide?**

- Compactness, easy to get around, interest
- 1 Census 2016 Working Population Profile. No change from 2011. 2021 yet to be released.
- 2 City User Profile (CUP) Survey 2022
- 3 Way2Go program primary school data 2015-2020 survey of 16,843 students in years 3-7



- Supporting Policy
- Supporting Infrastructure and Investment
- Community Education and Culture Change
- Improved wellbeing and liveability

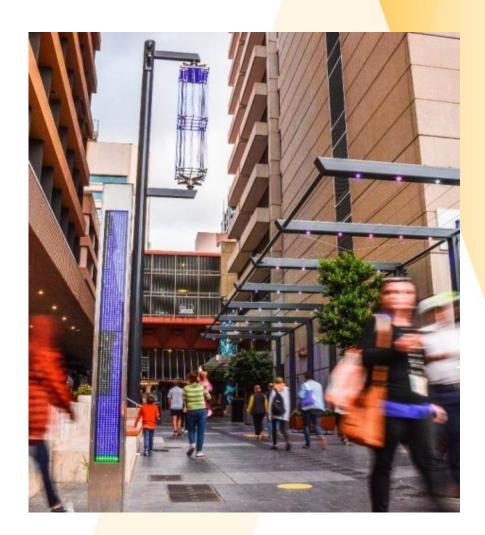


# Walking Strategy **Quick Wins**

- Undertake a campaign to promote walking in the City and Park Lands
  - Highlight that we are a walking city, with numerous walking trails and streets that the community can access
  - CoA promotion of the Wellbeing SA Walking Campaign
- Wayfinding
  - Install wayfinding signage in line with the CoA standard suite, to supplement the existing wayfinding signage.
- Leveraging off new and existing projects
  - Main Streets
- Reduced speed zone areas and streets
  - Update review of existing speed limits and potential changes
- Walking to schools
  - Work with stakeholders, including schools and DIT to promote, encourage and enable more walking to schools.
- Events/Activation
  - Opportunities for re-imagining street space through street closures, parklets, temporary use of on-street parking spaces to test for future permanent changes to the use of street space

# Walking Strategy – Q2 2023

- Strategy implementation
- Action Plan
- Program
- Budget
- Community Consultation



#### **KEY QUESTION**

**Principles** 

What are Council Members' views on the defined principles for the walking strategy?

#### **KEY QUESTION**

Outcomes

What outcomes would Council Members' like to see incorporated into the Walking Strategy?