



# CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday, 5 December 2023  
at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith  
Councillor Dr Siebentritt (Chair)  
Councillor Li (Deputy Chair)  
Councillors Abrahamzadeh, Couros, Davis, Elliott, Giles, Hou, Martin, Noon and Snape

**1. Acknowledgement of Country**

At the opening of the City Finance and Governance Committee meeting, the Chair will state:

‘Council acknowledges that we are meeting on traditional Country of the Kurna 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 Kurna 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**

Apology:

Councillor Li

**3. Declaration of Conflict of Interest**

**4. Deputations**

**5. Reports for Recommendation to Council**

5.1 Draft Strategic Plan 2024-2028 Consultation Feedback 3 - 155

**6. Workshops**

6.1 Workshop - Business Plan and Budget Process Overview 156 - 168

**7. Closure**

## Draft Strategic Plan 2024-28 Consultation Feedback

Tuesday, 5 December 2023  
City Finance and Government Committee

Strategic Alignment - Enabling Priorities

**Program Contact:**

Manager Strategy, Insights and Performance

Public

**Approving Officer:**

Michael Sedgman, Chief Operating Officer

### EXECUTIVE SUMMARY

Council is required under the *Local Government Act 1999 (SA)* to review the suite of Strategic Management Plans within two years of a periodic election. The Strategic Plan review project incorporates the development of the 2024-2028 Strategic Plan and a review of the Strategic Management Framework, alongside Council's Long-Term Financial Plan, City Plan, and Asset and Infrastructure Management Plans.

The City of Adelaide Draft Strategic Plan 2024-2028 has been developed through numerous Council workshops, reports and decisions, research and community feedback and incorporates various Council plans, policies and strategies, market research, data and insights.

The Draft Strategic Plan 2024-2028 proposes a vision "Our Adelaide. Bold. Aspirational. Innovative." The Vision is supported by five Aspirations of Our Community, Our Environment, Our Economy, Our Places and Our Corporation. Objectives, Outcomes, Key Actions and Indicators of Success/Measures/Targets identify how Council will deliver on each Aspiration.

The endorsed Draft Strategic Plan 2024-2028 was available for public consultation for a 24 day period to seek the views of our community. The feedback has demonstrated convincing support for the Draft Strategic Plan 2024-2028 with 72% of online survey responses in support of the vision statement and 68% of written submissions in support of all or some of the Draft Strategic Plan 2024-2028.

Consultation responses have been collated and analysed within this report and attachments. Proposed modifications to the Draft Strategic Plan 2024-2028 have been provided as an attachment to this report for Council's consideration and adoption.

### RECOMMENDATION

THAT COUNCIL

1. Receives the feedback included in the Consultation Summary report provided in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023 and the Consultation Submissions provided as Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
2. Notes the recommended changes to the Revised Draft Strategic Plan 2024-2028 – with track changes within Attachment C to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
3. Adopts the Strategic Plan 2024-2028 provided in Attachment D to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
4. Authorises the Chief Executive Officer to make editorial amendments to the Strategic Plan document design, structure and content, noting that the Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028, and that this will be reflected in a final document to be presented to Council at its meeting of 12 December 2023.

# IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Council’s Community Consultation Policy requires that the consultation period for the Strategic Plan be open for a period of 6 weeks. This is above the legislative requirements of Section 50 of the <i>Local Government Act 1999 (SA)</i> which prescribes a 21 day minimum consultation period and Council has met this legislative requirement.
Consultation	Consultation on the draft Strategic Plan 2024-2028 was open from Friday 27 October 2023 to Monday 20 November 2023. The results of the consultation feedback and analysis are provided within, and as an attachment to this report for Council’s consideration prior to adopting the Strategic Plan 2024-2028
Resource	Consultation was conducted using existing resources. There are no additional resources required as a result of this report
Risk / Legal / Legislative	There are no additional risks identified as a result of this report
Opportunities	There are no additional opportunities identified as a result of this report
23/24 Budget Allocation	There are no additional budget resources required as a result of this report
Proposed 24/25 Budget Allocation	There are no additional budget resources required as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. Over the past several months Council has provided direction to inform the development of the Draft Strategic Plan 2024-2028 through decisions, workshops and articulation of priorities of the 2023/24 Business Plan and Budget on the key issues, policy positions and the deliverables sought over this term.
2. At its 18 April 2023 meeting, the City Finance and Governance Committee received a presentation and workshop on the development of the Strategic Plan 2024-2028.
3. At its 25 July 2023 meeting, the City Finance and Governance Committee noted a State of the City report, which contained data, research and insights that formed a key part of the evidence base in the development of the Draft Strategic Plan.
4. At its 15 August 2023 meeting, the City Finance and Governance Committee received a report proposing a structure for the Strategic Plan.
5. At its 5 September 2023 meeting, the City Finance and Governance Committee received a report proposing a Draft Strategic Plan 2024-2028 and noted market research conducted over July and August which informed the Draft Strategic Plan. At this meeting, Council requested to have an externally facilitated workshop to further discuss the Draft Strategic Plan.
6. The Committee confirmed that the Strategic Plan should:
  - 6.1 Clearly articulate the long-term goals of Council, and a four-year delivery plan (the detail).
  - 6.2 Enable Council to build policy positions and build and review strategies and action plans over the Council term.
7. At a 23 September 2023 workshop Council Members provided feedback on the Draft Strategic Plan, key issues, vision, policy concerns and priorities.
8. At its 17 October 2023 meeting, the City Finance and Governance Committee received a report proposing the Draft Strategic Plan 2024-2028 for consultation
9. At its 24 October 2023 meeting, Council endorsed the Draft Strategic Plan 2024-2028 for consultation.
10. Council Members received updates on the progress of the consultation and were welcomed to attend the consultation activities to support the process.
11. At a 28 November CEO Briefing, Council received a presentation confirming the modifications and inclusions as a result of Council Member feedback into the endorsed Draft Strategic Plan 2024-2028 for consultation, and a high level summary of the consultation feedback in advance of the City Finance and Governance Committee meeting on 5 December 2023.

### Consultation Undertaken

12. The Draft Strategic Plan 2024-2028 endorsed by Council was available for consultation for the period commencing 9am 27 October 2023 to 9am 20 November 2023 in accordance with legislative requirements.
13. The 24-day consultation period meets the minimum requirements of Section 50 of the *Local Government Act 1999 (SA)*, however, is less than the six-week consultation period required as per Council's Community Consultation Policy. The consultation period has been selected to ensure that Council meets the legislative requirements for public consultation and ensure that there is sufficient time to collate, analyse and incorporate the feedback ahead of Council's consideration of the final Strategic Plan on 12 December 2023.
14. Seeking the views of the community is an essential part of the development of a new Strategic Plan. Consistent with *Local Government Act 1999 (SA)* Consultation requirements, Council undertook to 'obtain and consider community contributions and relevant information to ensure that any decision made is in the best interests of the community' in line with Council's Consultation Policy.
15. It is the role of Council to consider the feedback and submissions, however, it is important to note that any final decision rests with Council.
16. To ensure the community was informed and aware of their opportunities to provide feedback into this process, consultation included:
  - 16.1. Public notices in the South Australian Government Gazette on 26 October and The Advertiser newspaper on 27 October 2023
  - 16.2. Information about the Draft Strategic Plan 2024-2028 on Council's website, Your Say site and newsletter and promoted through posters and on social media (Twitter, Facebook, LinkedIn, Instagram)
  - 16.3. Distribution of 20,000 postcards across the City of Adelaide residential and commercial properties

- 16.4. Eight face-to-face information drop-in sessions across various locations in the City of Adelaide
- 16.5. Notification to the Yoursay stakeholder database (over 10,000 registered users)
- 16.6. Notification to Precinct and Resident groups
- 16.7. Notification to Council subsidiaries, committees and boards (Reconciliation Committee, Kadaltilla, Council Assessment Panel, Disability Access and Inclusion Panel, AEDA, ACMA and Brownhill Keswick Creek board)
- 16.8. Notification to relevant Politicians, Government Departments, key stakeholders and adjoining Councils.
17. The consultation for the Draft Strategic Plan 2024-2028 was complementary to the consultation planned for the City Plan and Transport Strategy. These activities form a critical part of the Integrated Community Engagement Framework, which the City Finance and Governance Committee received on the 19 September 2023 and the progress updated on 21 November 2023.
18. Council discussed their perspectives and provided additional feedback to inform Attachment B at a CEO Briefing held on 28 November 2023.

### Consultation Results

19. As part of the consultation activities undertaken, Council received:
  - 19.1. 1,330 visits to the Yoursay page
  - 19.2. 495 informed visitors i.e. downloaded a document / visited multiple pages
  - 19.3. 18 survey responses via Yoursay
  - 19.4. 25 written submissions
  - 19.5. 62 pieces of general feedback
  - 19.6. 7,582 impressions via social media (i.e. number of times the content was viewed)
  - 19.7. 4,994 people reached via social media (users who saw the content)
  - 19.8. 81 interactions with posts via social media and one comment.
20. The feedback was largely aligned to the intention of the Draft Strategic Plan 2023/24:
  - 20.1. 68% of written submissions in support of all or some of the Draft Strategic Plan 2024-2028
  - 20.2. 72% of online survey responses were in support of the vision statement
  - 20.3. Our Community - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 89% were in support of all or some of the Key Actions
  - 20.4. Our Environment - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 100% were in support of all or some of the Key Actions
  - 20.5. Our Economy - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions
  - 20.6. Our Places - 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for 89% were in support of all or some of the Key Actions
  - 20.7. Our Corporation - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions
  - 20.8. Of the responses that referenced the proposed Resource Plan 50% were in support and 50% were neutral.
21. The primary themes from the feedback received are:
  - 21.1. **Climate Action:** Over 30 items of feedback relating to trees and greening, green infrastructure, renewal energy, climate mitigation, circular economy and education.
  - 21.2. **Transport and Movement:** Over 30 items of feedback relating to active transport, new connections to the suburbs and increased public transport.
  - 21.3. **Places and Streets:** Almost 30 items of feedback relating to shared green spaces - community gardens, pocket parks and spaces for community to come together, precincts and main streets, Park Lands and parking.
  - 21.4. **Housing and Development:** Over 20 items of feedback relating to residential growth and a need for medium density housing, affordable housing, adaptive re-use and heritage considerations.

22. The secondary themes from the feedback include (*all 15 or less items of feedback*):
  - 22.1. **Inclusive and Connected Communities:** improved community culture, community diversity, being inclusive of Kaurna, LGBTQIA+, disability and refugee communities.
  - 22.2. **Arts, Culture and Activation:** more experiences in the City to attract and retain visitors, public art and public (culture and music) infrastructure needs.
  - 22.3. **Safety and Wellbeing:** safety for women and support for the homeless.
  - 22.4. **Economic Development:** importance of small and retail businesses, less regulation, supporting diverse businesses, and attracting tech industry and creative industry.
  - 22.5. Corporation: Feedback on the short consultation period, document structure, rates and innovation.
23. Consultation feedback has been analysed and the consultation summary is provided in **Attachment A** to this report. The text comments received, written consultation submissions and general feedback is listed in full in **Attachment B**.
24. As a result of this process, recommended modifications to the Draft Strategic Plan 2024-2028 based Council Member and community feedback is presented as track changes to **Attachment C** to this report for Committee consideration.
25. The Strategic Plan 2024-2028, including design elements has been provided as **Attachment D** to this report.

### **Supporting the Strategic Plan**

26. Under Section 122 of the *Local Government Act 1999 (SA)*, Council must develop and adopt strategic management plans for the management of its area within 2 years of a general election (by November 2024).
27. As articulated in **Attachment C**, the adoption of the Strategic Plan forms part of the City of Adelaide's suite of Strategic Management Plans.
28. These documents, together with supporting strategies, risk register, plans, policies and processes create the City of Adelaide's Strategic Planning Framework Proposed Resource Plan 2024–2028.
29. A Resource Plan 2024-2028 is proposed to enable and support the delivery of the Strategic Plan 2024-2028. This document outlines the financial, and non-financial resources required to achieve strategic objectives across the Strategic Management Plans by articulating:
  - 29.1. The financial principles and parameters that will enable the delivery of the Long-Term Financial Plan
  - 29.2. The revenue and financing structures
  - 29.3. The financial indicators, our position and targets
  - 29.4. The administrative functions required to deliver the Strategic Plan for a four-year period. This will include the technology and people resources and workforce needs (which will align to a workforce strategy).
30. The Resource Plan underpins the four-year delivery of the Strategic Plan by outlining the inputs required for delivery. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council has a suite of strategies, plans and policies to support its decision making for the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

### **The Recommended Strategic Plan 2024-2028**

31. At the conclusion of the consultation period, the feedback from the community and Council was collated and analysed and the resulting Strategic Plan 2024-2028 has been provided as **Attachment C** to this report for Council's consideration and endorsement.
32. Based on the significant support for the Draft Strategic Plan 2024-2028, the structure is recommended to remain largely the same.
  - 32.1. Long Term considerations:
    - 32.1.1. A vision for the future of Adelaide – a leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city
    - 32.1.2. The proposed vision is:  
Our Adelaide. Bold. Aspirational. Innovative.

- 32.1.3. Whilst the 72% supportive response from online submissions, and there are no recommended changes, there is scope for Council to refine the vision statement whilst maintaining the intention of the vision if desired
- 32.1.4. Aspirations that help articulate the vision, expressed as outcomes which help shape future policy positions of Council. The proposed Aspirations are:
  - 32.1.4.1. Our Community will be vibrant, connected and diverse
  - 32.1.4.2. Our Environment will be resilient, protected and sustainable
  - 32.1.4.3. Our Economy will be growing, innovative and responsive
  - 32.1.4.4. Our Places will be interesting, purposeful and safe
  - 32.1.4.5. Our Corporation will be high performing, customer centric and bold.
- 32.1.5. Given the significant support for the Aspirations, there is no recommended changes to this aspect of the Strategic Plan.
- 32.2. Four-year considerations incorporating:
  - 32.2.1. Principles that inform the primary areas of focus to drive outcomes across the four-year plan
  - 32.2.2. Objectives that describe what will be achieved and the strategies employed
  - 32.2.3. Outcomes that describe the ideal result of the Key Actions employed
  - 32.2.4. Key Actions that describe what is being delivered under each objective relevant to Council's responsibilities
  - 32.2.5. Indicators of Success that define the desired end result.

### **Project Timeline and Next Steps**

- 33. The Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028. This will be reflected in a final document to be presented to Council on 12 December 2023.
- 34. Council will receive the final Strategic Plan, 2024-2028 at its meeting of 12 December 2023 for consideration and recommended adoption.
- 35. In January, the Administration will launch the Strategic Plan and integrate the content into planning and delivery for the following four years.
- 36. The Administration will amend Services, Programs and Projects to align to the new Strategic Plan and any necessary budget impacts will be considered/proposed.
- 37. Council will be developing the 2024/25 Business Plan and Budget in line with the commitments of the new Strategic Plan 2024-2028.
- 38. Council will continue to progress and consider other key policy decisions and endorse strategic documents throughout the first half of 2024 which the Strategic Plan (and consultation feedback) will inform, including:
  - 38.1. Homelessness Strategy
  - 38.2. Housing Strategy
  - 38.3. Economic Development Strategy
  - 38.4. Transport Strategy
  - 38.5. Asset Management Plans
  - 38.6. City Plan
- 39. The completion of the review of these documents will coincide with a scheduled review by the Essential Services Commission of South Australia (ESCOSA) in 2024/25, during which every Council will be assessed on its financial sustainability. The adoption of a new Strategic Plan will support transparency and accountability from the Council's vision through to the program and project planning, resourcing and delivery.



# ATTACHMENTS

**Attachment A** – Consultation Summary

**Attachment B** – Consultation Submissions

**Attachment C** - Revised Draft Strategic Plan 2024-2028 – with track changes

**Attachment D** – Recommended Final Strategic Plan 2024-2028

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- END OF REPORT -

# We are planning for our future.

Tell us your thoughts on our Draft Strategic Plan 2024–2028.



Attachment A

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

## CITY OF ADELAIDE DRAFT STRATEGIC PLAN 2024-2028

# CONSULTATION SUMMARY

**Formal consultation on the City of Adelaide Draft Strategic Plan 2024-2028 occurred between the 27 October 2023 and 20 November 2023**

### Feedback received included:

- 25 written submissions
- 18 surveys completed
- 85 participants across eight community sessions
- 62 pieces of general feedback

This was enabled by:

- Notification of consultation via the Government Gazette, the advertiser and Councils website
- 1,330 visits Council's Yoursay page
- 457 visitors who downloaded the Draft Strategic Plan 2024-2028
- 7,582 impressions via social media (i.e. number of times the content was viewed),
- 4,994 people reached via social media (users who saw the content)
- 81 interactions with posts via social media and one comment.

### What we heard?

The feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028:

- 67% of Written Submissions in support of all or some of the Draft Strategic Plan 2024-2028.
- 72% of online survey responses were in support of the vision statement.
- **Our Community** - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 89% were in support of all or some of the Key Actions.
- **Our Environment** - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 100% were in support of all or some of the Key Actions.
- **Our Economy** - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions.
- **Our Places** - 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for 89% were in support of all or some of the Key Actions.
- **Our Corporation** - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions.
- Of the responses that referenced the Proposed Resource Plan 50% were in support and 50% were neutral.

## Primary themes

The primary emerging themes from all points of feedback received:

### **Climate Action:**

Over 30 items of feedback relating to trees and greening, green infrastructure, renewal energy, climate mitigation, circular economy and education.

### **Transport and Movement:**

Over 30 items of feedback relating to active transport, new connections to the suburbs and increased public transport.

### **Places and Streets:**

Almost 30 items of feedback relating to shared green spaces - community gardens, pocket parks and spaces for community to come together, precincts and main streets, Park Lands and parking.

### **Housing and Development:**

Over 20 items of feedback relating to residential growth and a need for medium density housing, affordable housing, adaptive re-use and heritage considerations.

## Secondary themes

The secondary themes arising from the consultation feedback include (*all 15 or less items of feedback*):

### **Inclusive and Connected Communities:**

Improved community culture, community diversity, being inclusive of Kaurua, LGBTQIA+, disability and refugee communities.

### **Arts, Culture and Activation:**

More experiences in the City to attract and retain visitors, public art and public (culture and music) infrastructure needs.

### **Safety and Wellbeing:**

Safety for women and support for the homeless.

### **Economic Development:**

Importance of small and retail businesses, less regulation, supporting diverse businesses, and attracting tech industry and creative industry.

### **Corporation:**

Feedback on the short consultation period, document structure, rates and innovation.

*The following sections provides more detailed analysis of the consultation feedback.*

## Context

Under *Section 122 of the Local Government Act 1999 (SA)*, Council must develop and adopt strategic management plans for the management of its area. The following documents comprise these strategic management plans - Strategic Plan 2024-2028, Long Term Financial Plan 2023-2033, Asset Management Plans and City Plan.

Section 122 (4b) requires that the City of Adelaide reviews its strategic plan within two years of a general election of the council, which last occurred in November 2022.

On the 24 October 2023 the City of Adelaide Council endorsed the Draft Strategic Plan 2024-2028 for public consultation, commencing 9.00am Friday 27 October to 9.00am Monday 20 November 2023.

The 21-day consultation period meets the minimum requirements of Section 50 of the *Local Government Act 1999 (SA)*, however, is less than the six-week consultation period required as per Council's Community Consultation Policy. The 21-day consultation period ensures that Council meets the legislative requirements for public consultation and ensure that there is sufficient time for collate, analyse and incorporate the feedback ahead of Council's consideration of the final Strategic Plan on 12 December 2023.

## Use of feedback

Council will receive the final Strategic Plan, 2024-2028 at its meeting of 12 December for consideration and recommended adoption.

In January, the Administration will launch the Strategic Plan and integrate the content into planning and delivery for the following four years

The Administration will amend Services, Programs and Projects to align to the new Strategic Plan and any necessary budget impacts will be considered/proposed.

Council will be developing the 2024/25 Business Plan and Budget in line with the commitments of the new Strategic Plan 2024-2028

Council will continue to progress and consider other key policy decisions and endorse strategic documents throughout the first half of 2024 which the Strategic Plan (and consultation feedback) will inform, including:

- Homelessness Strategy
- Housing Strategy
- Economic Development Strategy
- Transport Strategy
- Asset Management Plans
- City Plan

## Approach

The purpose of community engagement was to inform the community and stakeholders, of the City of Adelaide's Draft Strategic Plan 2024-2028 and its objectives; and provide them with an opportunity to provide feedback.

The tools used to convey these messages included:

- A Public Notice in the Government Gazette on the 26 October 2023 and The Advertiser newspaper on the 27 October 2023.
- Correspondence from the Lord Mayor to the South Australian House of Assembly Member for Adelaide and South Australian Legislative Councillors; the Commonwealth House of Representatives Member for Adelaide and South Australian Senators.
- Email from the City of Adelaide's Chief Executive Officer to South Australian Local Governments, boards and subsidiaries of the City of Adelaide Council and key stakeholders.
- Emails from key City of Adelaide staff such as through Place Coordinators, Customer Service and Adelaide Economic Development Agency to their respective networks and stakeholder lists such as resident associations and precinct groups.
- Promotional advertisements on Customer Service points including the digital screens that Council operates, Libraries and Community Centres.
- Social Media campaign via City of Adelaide Twitter feed, LinkedIn, Instagram and Facebook page, as well as Chinese social media. Across the various social media channels, we received 7,582 impressions (i.e. number of times the content was viewed), 4,994 reached (users who saw the content) and 81 interactions with posts.
- 'Your Say Adelaide' engagement platform - the community was encouraged to engage and provide input through the 'Your Say Adelaide' website via surveys.
- Distribution of 20,000 postcards across City of Adelaide residential and commercial properties.

The following community sessions were also held:

- 15:30 – 17:30 Tuesday 31 October  
Rundle Mall
- 13:00 – 15:00 Wednesday 1 November  
North Adelaide Library
- 09:00 – 11:00 Thursday 2 November  
Central Market
- 10:00 – 12:00 Wednesday 8 November  
Hutt Street Library
- 11:00 – 13:00 Thursday 9 November  
Melbourne Street
- 10:00 – 12:00 Tuesday 14 November  
City of Adelaide Customer Centre
- 12:00 – 14:00 Wednesday 15 November  
City of Adelaide Customer Centre
- 14:30 – 16:30 Thursday 16 November  
Minor Works Building

# Survey Responses

The City of Adelaide provides an online Your Say community engagement platform that enabled the sharing of information, capture and collation of feedback from community members on the Draft Strategic Plan 2024-2028. Community members indicated their views on specific elements of the Draft Strategic Plan 2024-2028 and could contribute further comments. During the consultation period, there were 1,330 visits to the Your Say page, 495 informed visitors (i.e. downloaded documents or visited multiple pages) and 18 survey responses.

## Respondents

Respondents were able to provide select demographic information in submitting a survey.

**Ratepayers:** 33% (6) identified as a ratepayer of the City of Adelaide

**Residents:** Adelaide -6; North Adelaide -2; Other – 10

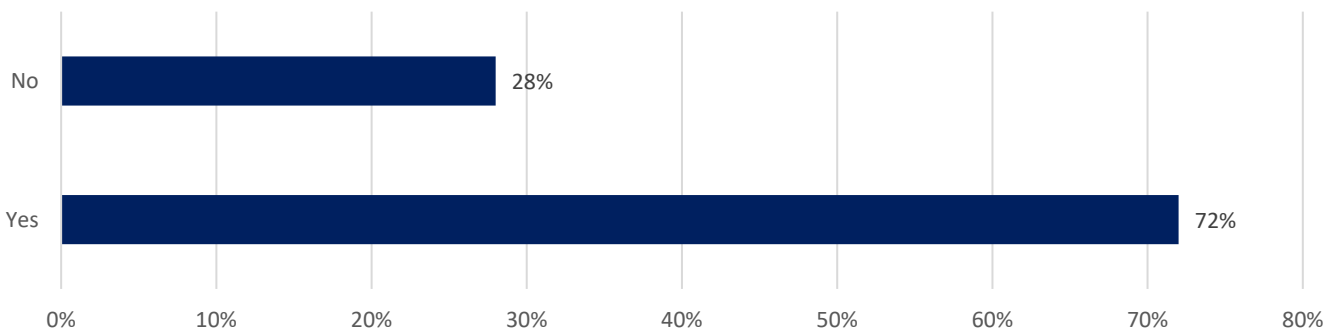
When asked 'how you participate' in City life, respondents answered: Shop and Play – 17 ; Work – 13; Live 11; Study – 6; business owner – 5; recreation – 2.

## Feedback summary

The Your Say page asked specific questions regarding support for the Draft Strategic Plan 2024-2028 Vision and Aspirations (Outcomes and Key Actions). The following tables outline the responses to these questions.

### Vision

**Table 1: Do you support the vision in the draft City of Adelaide Strategic Plan 2024-2028, 'Our Adelaide. Bold. Aspirational. Innovative.'?**

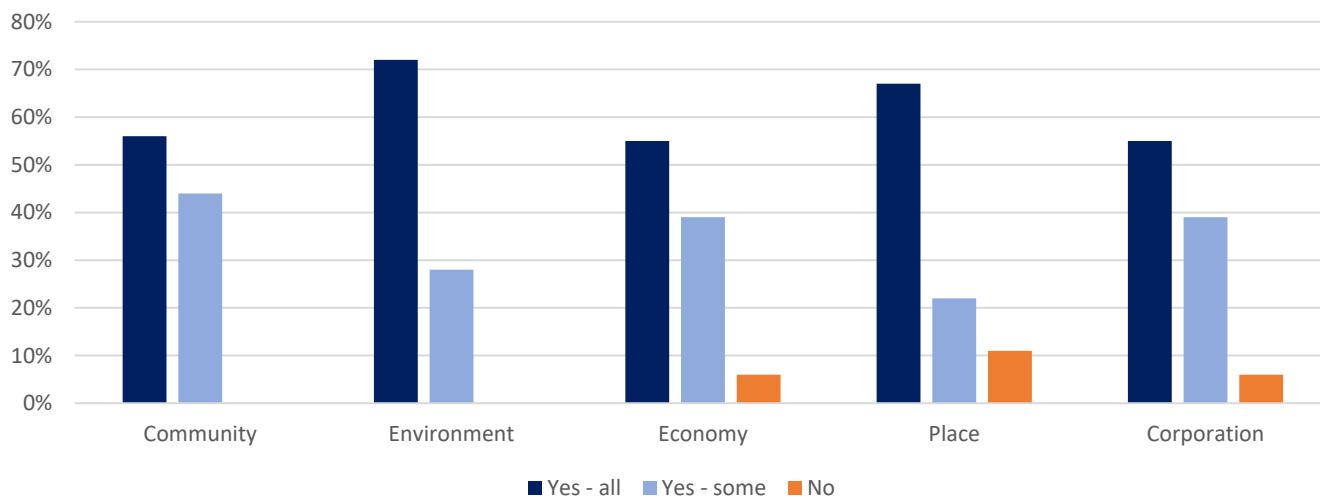


13 respondents or 72% indicated that they supported the draft vision. Five respondents or 28% indicated they do not support the draft vision for its lack of depth, it did not reflect the outcomes and key actions, and there was a lack of representation of Adelaide’s desires in liveability, human scale, sustainability and health.

In summary, respondents were largely supportive of the proposed Vision.

## Aspirations - Outcomes

**Table 2: Do you support the Aspiration - Outcomes**



Of the 18 responses to the Draft Strategic Plan 2024-2028's Aspirations – Outcomes, the feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028, with:

- 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Community
- 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Environment
- 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Economy
- 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Places
- 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Corporation

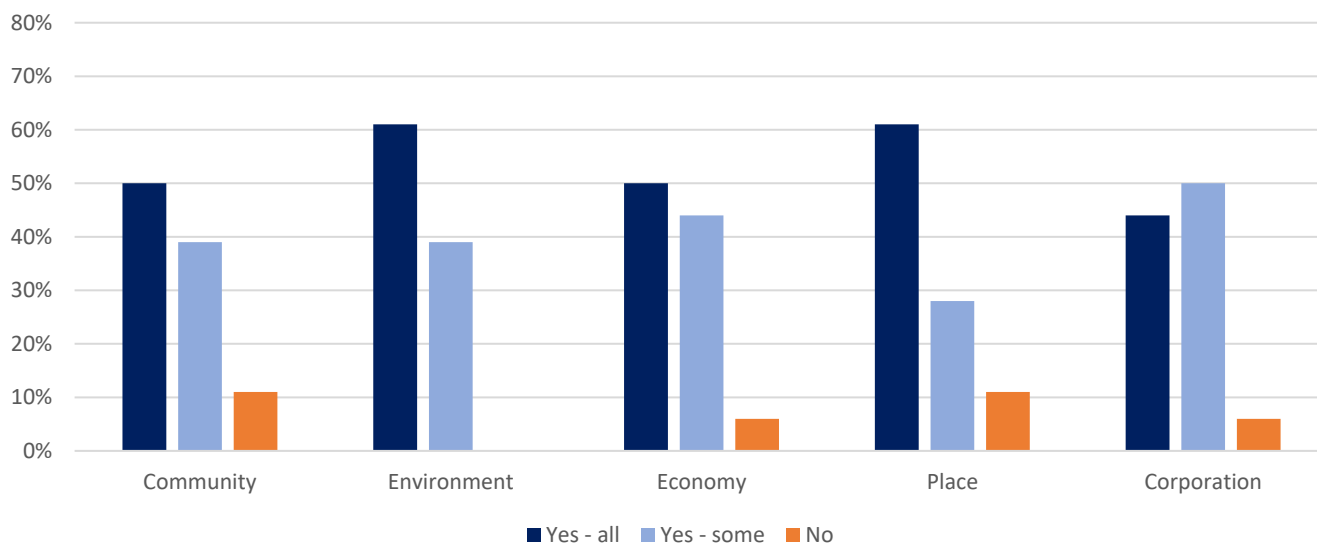
Other observations include:

- 'Our Environment' had the highest 'Yes' support (with zero 'No' responses)
- 'Our Place' had the next highest level of 'Yes' support but also had the highest 'No' responses.
- 'Our Economy' and 'Our Corporation' had a similar spread of majority 'Yes' support, minor 'No' responses and substantial 'Yes – some' support.
- 'Our Community' had a majority of 'Yes' support followed by 'Yes – some' with zero 'No' responses.

In summary, respondents were largely supportive of the proposed Aspirations and Outcomes.

## Aspirations – Key Actions

**Table 3: Do you support the Aspiration - Key Actions**



Of the 18 responses for the Draft Strategic Plan 2024-2028's Aspirations – Key Actions, the feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028, with:

- 89% of the online survey responses were in support of all or some of the Key Actions for Our Community
- 100% of the online survey responses were in support of all or some of the Key Actions for Our Environment
- 94% of the online survey responses were in support of all or some of the Key Actions for Our Economy
- 89% of the online survey responses were in support of all or some of the Key Actions for Our Places
- 94% of the online survey responses were in support of all or some of the Key Actions for Our Corporation

Other observations include:

- 'Our Environment' had the highest level of 'Yes' support with zero 'No' responses.
- Our Place had the equal highest 'Yes' support but was more spread with the equal highest 'No' responses, and the lowest 'Yes – some'.
- 'Our Economy' had a 50% 'Yes' support followed closely by 'Yes – some'.
- 'Our Corporation' had 'Yes – some' support as its highest followed by 'Yes'.
- 'Our Community' had 50% 'Yes' support with the equal highest 'No' responses.

In summary, respondents were largely supportive of the proposed Key Actions.



## **Additional Ideas Suggested by Online Respondents**

While not a requirement in submitting a survey, each respondent was provided an opportunity to provide further feedback in response to their answers to the survey. A copy of these is provided in full in Attachment B.

The primary themes raised in the survey responses are consistent with the overall themes, being:

- Climate Action
- Transport and Movement
- Places and Streets
- Housing and Development

On average eight individuals took an opportunity to provide further feedback to their survey answers, with the most feedback provided for Question One (Vision) and Questions Two (Community) and Three (Environment).

In line with the Integrated Community Engagement Framework, some of the submissions contained specific ideas which will be considered through the development of other strategies, plans, policies, services, programs and projects of Council, including:

### **Public Health and Wellbeing**

- Adelaide should aim to be a people-first city, and that means less cars.
- Need for greater focus on anti-social behaviour, mental health and crime.
- Prioritising safe environments and gender equality for workers and patrons will create economic and social sustainability.
- Need for improved access and inclusion of LGBTI, refugee and disability communities.
- The more people in the city, the safer the city and less people will be deterred from coming to the CBD.
- Dynamic economy needs to be considered holistically, supporting the right attractors to the City and enabling people to access them.

### **Built Form and Park Lands**

- Need to reduce and offset the embodied carbon emissions from construction, and developers need to build environmentally sustainable apartment buildings.
- More efficient use of land in the city for people, Adelaide could be bold and work towards a European mid-rise city rather than high rise.
- More medium density and multiple bedrooms dwellings to support families into the city.
- Active transport should be a key pillar of leading as a low emissions city and embedding low carbon into the transport system; public transport (needs to be free) and active transport needs to replace cars.

### **City of Adelaide's Role**

- Corporation aspiration is the longest and should be standard business – little bold, aspirational or innovative about it.
- Need to engage more with universities / academics in delivering these strategies.

# Community Sessions - General feedback

Eight community sessions were held across the city with 85 face-to-face interactions. These sessions generated 61 ideas on postcards (noting that there was one social media post, which resulted in 62 total general feedback submissions made)

## Feedback summary

These postcards provided an opportunity for community members to record any thoughts on the Strategic Plan and therefore, were more qualitative in nature than the online survey.

Of the post cards received, 60% aligned to the intention of the Draft Strategic Plan 2024-2028. 37 of the postcards connected with themes already in the Draft Strategic Plan 2024-2028. 25 postcards raised additional themes or ideas not clearly articulated in the Draft Strategic Plan 2024-2028. These included:

### Built Form

Should be mid-rise not high-rise with better density management, adaptation of buildings, use sustainable materials.

### Active Streets

Protect the heritage listed City Layout (grid street pattern) and not just the Park Lands, less cars, more people, human scale and branding through consistent urban design.

### Community Development

A plural city with multiple precincts defined by localised design to create neighbourhoods focused on a sense of belonging, sense of place, and active participation.

### Safer City

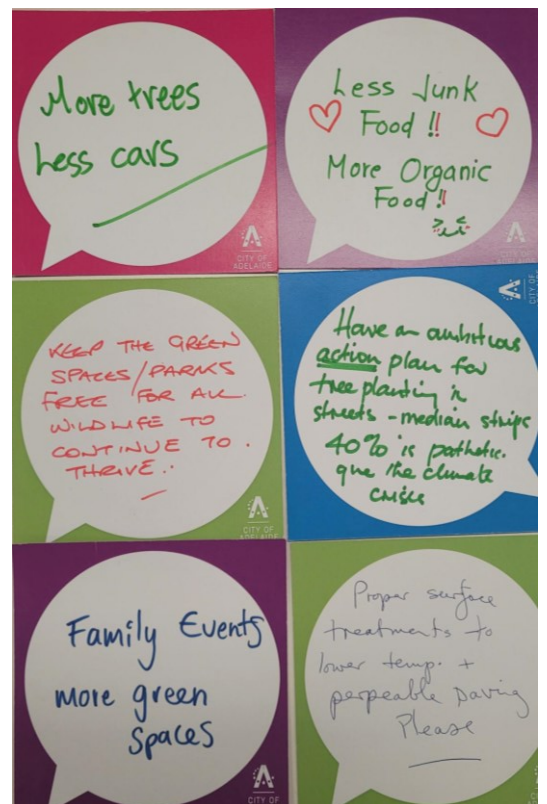
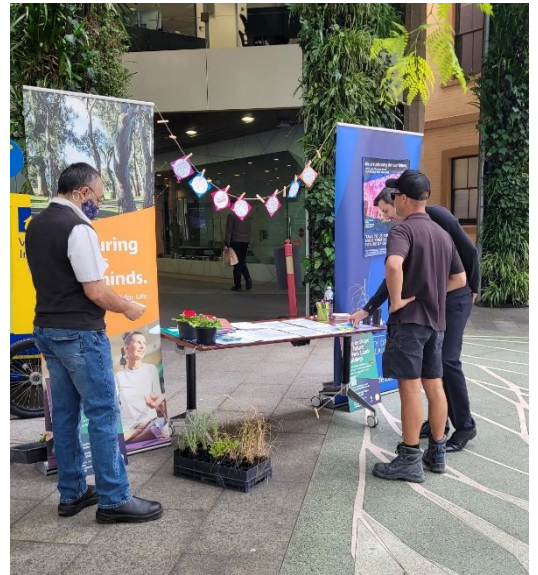
More gender equality, safety through design, programs and creating communities, engaging youth in their city, being family friendly in design.

### Urban Greening

More street trees, greenery on built form, no more buildings in Park Lands, revegetation; Park Lands, streets layout and heritage protection, diversification of Park Land characteristics. More productive landscapes, community gardens to connect community, organic food and green infrastructure

**Active Transport and Parking** - Less cars, reduce car emissions, reduce road space, more cycling, walking and public transport, longer and cheaper parking for visitors.

**Economic Development** – Bring people into the city, develop nighttime economy and nightlife, encourage technology business, better engagement with universities.



## Written submissions

An opportunity was provided to write in (email and post) general submissions, separate to the surveys provided. 25 individuals and organisations took an opportunity to do so. Six of these submissions were received outside the formal consultation period, however an extension was provided to allow these to be received. A full copy of these submissions is provided in Attachment B.

### Feedback summary

68% of written submissions were in support of all or some of the Draft Strategic Plan 2024-2028.

The primary themes raised in the survey responses are consistent with the overall themes, being:

- Climate Action
- Transport and Movement
- Places and Streets
- Housing and Development

In line with the Integrated Community Engagement Framework, some of the submissions contained specific ideas which will be considered through the development of other strategies, plans, policies, services, programs and projects of Council, including:

#### Greening, Climate Adaptation and Built Form

- Better urban design of apartments with communal gardens and less car parking.
- Require green development targets, liveability index in planning approvals.
- Avoid substandard buildings which are over dense and over size.
- Reduce embodied energy in buildings, and more climate mitigation.
- More trees and treelined streetscapes

#### Transport, Infrastructure and Streetscapes

- Development outside the City of Adelaide needs to support the capital city's primacy, including denser inner suburban apartments, dedicated passenger transport corridors, and avoiding greenfield developments.
- Tram line extensions to improve accessibility and revitalise city streets.
- Integrate streetscapes with health (active transport, cooler landscapes) and sustainability (replace bitumen with trees).

#### Community development, connection and inclusion

- Design for more gender equality and women's safety especially in a nighttime city.
- Support for equality, homelessness support and Kaurna representation

#### Arts and Culture

- Public Art, Music and cultural infrastructure
- Recognition of the role of events and festivals in the vibrancy of the City and the tourism and economic impacts

# We are planning for our future.

Tell us your thoughts on our Draft Strategic Plan 2024–2028.



Attachment B

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

## CITY OF ADELAIDE DRAFT STRATEGIC PLAN 2024-2028 CONSULTATION SUBMISSIONS

### SURVEYS, GENERAL FEEDBACK AND WRITTEN SUBMISSIONS

18 surveys completed

62 general feedback

25 written submissions

**From our online YourSay platform, to in-person drop-in style sessions, to individual and businesses providing formal e-mail responses, 105 total items of feedback on the Draft plan were received.**

These pieces of feedback are provided on the following pages as:

#### 1. **Survey responses**

Survey respondents were encouraged to provide additional comments. These comments are provided verbatim below. *The major themes emerging from these comments are noted in the Summary Consultation Report (Attachment A).*

*Please note that it was optional to provide additional feedback, as such the number of verbatim comments will not align with the numbers of surveys completed.*

#### 2. **General feedback**

Feedback received from a variety of sources, including post-cards filled out by members of the public at our face-to-face sessions and social media

#### 3. **Written submissions**

These submissions are split into those received within the formal consultation period and those who were granted an extension to submit late. *Please note that two members of the public have asked for their details to be removed from their submission and are provided as "anonymous"*

# 1. Survey Responses

## Question 1:

**Do you support the vision in the draft City of Adelaide Strategic Plan 2024-2028, 'Our Adelaide. Bold. Aspirational. Innovative?'**

-----  
While I do agree with the proposed vision, I believe it lacks ambition. Adelaide is extremely car focused and the current public transport system is poorly developed, making suburbs not well connected to one another. This issue is leaving no choice for its citizens but to use their cars. Investing massively in public transport for the revival of the trams (e.g. ADELINK project) would help to make the city greener, easier to navigate/visit without a car and densify certain suburbs. Furthermore expanding the tram system would attract new services, shops and restaurants/bars to certain suburbs and ultimately densify those same suburbs. A well-designed and well-connected public transport system = densification = more services to citizens = improved quality of life

-----  
Great to be bold and aspirational. I hope it follows through in reality!

-----  
This document does not have anything bold within it and the key actions are more akin to motherhood statements. The draft plan has no unifying thread throughout it.

-----  
Statements are generic but positive. Would be good to see "healthy" included in the vision for the community because if we prioritise health, active transport, city greening, community connections etc. all can follow.

-----  
I think that a long term plan, with strongly defined measures of success, leads to positive outcomes for the city.

-----  
The vision and goals set out in the document are forward looking and appropriate to the scale and character of the city. No details provided on tangible outcomes of the integrated transport strategy

-----  
Adelaide punches above its weight for a relatively small capital city! Bold Aspirational Innovative are strong & ambitious goals which resonate with me!

-----  
It seems to lack vision for the Arts

-----  
Seems reasonable.

-----  
Adelaide must improve in all these areas to be competitive nationally and internationally as a place to live work and invest as well as visit

-----  
Whilst I am supportive of the overall strategic plan for 2024 - 2028. I believe there needs to be a greater importance put on prioritising primary prevention, women's safety and gender equality - including the safety of the CBD and its hospitality venues, festivals and events. As an SA Tourism branded 'festival' state, with the biggest artist festival in the Southern Hemisphere, as well as the number of hospitality venues within the city that reflect our culture and beating heart, the government has a responsibility to support the staff and patrons that visit these venues. There is an extremely high rate of sexual harassment within hospitality venues (See Not So Hospitable for data context). Initiatives such as Project Night Light, which offered accessible education on making venues a safer environment is an incredible

initiative and the first of its kind in Australia. We need allocated funding on these types of initiatives that create direct and tangible social change to support women's safety, swell as the cities safety overall.

-----

It would have been nice to see a bit more ambition from this plan. I'm supportive of most of the small, but good steps here.

-----

"It is too big to make a simple yes/no meaningful.

-----

I'm more no than yes as I think Adelaide's strengths worth playing up - liveable, human scale, sustainable - are about focussing on what we already do well whereas this proposed vision is pursuing more/bigger.

-----

**Question 2:**

**Do you support the Outcomes and Key Actions (p.11) under the 'Our Community' aspiration?**

-----

Yes, BUT we don't have to go all super-high-rise. Why doesn't Adelaide be bold and work towards a European mid-rise city, say 10 stories or less? More light on our streets, less wind impacts, etc etc.

-----

The target of 50,000 residents is unachievable with current investment and apathy towards development. It took 30 years to build one development on O'Connell Street - and that almost did not happen. There is nothing under key actions that would even begin to shift the dial. On wellbeing, the best the Adelaide City Council could do for the wellbeing of all South Australians is focus on its job and get a few things right. Commerce in the city is dying, streets are poorly maintained. There has not been an upgrade in many decades to some streets. Lighting is poor. The immediate environs we live in has a substantial impact on wellbeing. Neither the actions or outcomes on inclusion make mention of LGBTI Communities, nor the plight of refugees who come to Australia (or those who do not get to), yet actions relating to First Nations people are listed twice, and further on in the document. This is highly exclusionary. There is no mention at all of anti-social behaviour, mental health or crime. These are serious issued in the CBD and have been overlooked.

-----

I would like to see more focus on health as well as wellbeing.

-----

I approve of all the outcomes and key actions, but feel that the council may not be setting their goals high enough.

-----

Volunteer opportunities should include revegetating the Park Lands

-----

Too much emphasis on Indigenous outcomes which represent a small portion of the COA population. It's important but should not take precedence due to the sheer number of other cultures in the COA.

-----

I think activities directed to support specific cultures are potentially divisive

-----

There needs to be a higher priority of Gender Equality and Women's safety. Initiatives such as Project Night Light, which offered accessible education on making venues a safer environment is an incredible initiative and the first of its kind in Australia. We need allocated funding on these types of initiatives that create direct and tangible social change to support women's safety, swell as the cities safety overall. It is within the City of Adelaide's best interest to give venues accessible education on primary prevention and education such as bystander intervention training, sexual harassment and the laws. Hospitality workers, and patrons spending money in this city is what helps support our healthy economy. Prioritising safety means we're prioritising sustainability of our city long term. Safety matters, and it should be prioritised."

Particularly supportive of this aspect "An increase in the share of family households from 12.5% to 15% living in the city". Would love to see more medium density housing in the CBD, comprising 3+ bedrooms, made of buildings up to 5-6 stories, with safe green courtyards for kids to play in. Ground-level, surface parking lots are not a good use of city land - these should all be housing, green space, or even arts venues.

I'd like more recognition and support of small business which are huge contributors to community.

**Question 3:**

**Do you support the Outcomes and Key Actions (p.12) under the 'Our Environment' aspiration?**

While all of these actions are necessary, they are useless if the citizens of Adelaide are still massively using their cars. Adelaide's public transport system needs to be updated and expanded to give its citizen a better alternative to their cars.

Yes, but promotion of active travel and active transport should be a key pillar of leading as a low emissions city. It's so much more effective (and cheaper!) than switching to electric vehicles.

No net loss of Park Lands is a good start but what about returning Park Lands that have been lost? We must return Park Lands as open green accessible space. What will you do to offset the embodied carbon emissions within concrete in buildings in the CBD? Why is there no mention of active transport at all? The last council managed to go to 100% renewable energy, this draft plan does not come close to showing how we would meet a 42% reduction by 2030. The ACC will struggle to meet its goal of increasing green open space given the Park Lands already exist and the remainder is built form in the CBD and North Adelaide.

Disappointed by the focus on EV charging, when there are many other ways to improve the environmental impact of transport in the city. For example, road design that encourages low-carbon methods of active or public transport would have a much greater effect in such a dense city. These improvements would also come at a lower ongoing cost to the city.

Nothing in this section mentions transport strategies, public, bicycle, private vehicle or otherwise.

In order to achieve the environmental goals you must ensure that property developers build environmentally sustainable apartment buildings that are affordable to maintain & support

environmentally sustainable activity by tenants. Solar power could provide power at least for the common areas providing more affordability for the owners. Developers tend to not think of the practicalities of inner city living! The affordability of strata levies is essential to attracting owner occupancy & therefore encourages a sense of community! We don't need resort facilities we need affordability!

-----  
NO NEW DEVELOPMENTS on the Park Lands. "No net loss" is misleading, there should be no loss, only gain through revegetation and strict preservation of what Park Lands we have left. State Heritage Listing is achievable and its absence in this draft feels deliberate. I will not stand for the ongoing destruction of the Park Lands.

-----  
Yes there needs to be KPI around tree canopy and this is a good start.

-----  
However no specific action regarding the River Torrens. Improving the quality of the water into and along the Torrens River, and the amenity of the banks along the Torrens is a must.

-----  
Supportive, but would have loved to see much more ambition around active transport and reducing private vehicle traffic in the city. It's a bit of a missed opportunity to not have some targets for this in the environment section.

-----  
We need promotion and support of active transport!

**Question 4:**

**Do you support the Outcomes and Key Actions (p.13) under the 'Our Economy' aspiration?**

-----  
There is not one action under "our economy" that would reverse Adelaide's economic decline. Parking & public transport are the largest impediments to coming in to the CBD. Convenience and cost are major consumer drivers for most, followed by consumer experience. The CBD has few experiences to offer, and on convenience and cost the CBD loses to suburban shopping centres every day. To suggest that 82% of people who believe the city is a welcoming dynamic place is incredibly suspect. I suggest you seriously look at that statistic in the context of your action item about data and insights. There is no acknowledgement of the substantial regulatory burden the ACC places on local businesses. Local shops already pay the highest rent in the state, and are subjected to some of the worst trading conditions.

-----  
I am concerned these outcomes and actions could be hijacked by an agenda that is focused on exploitation rather than a more holistic evaluation.

-----  
Anything the council can do to bring in more people and help business thrive is great. The more people in the city, the safer the city will be and less people will be deterred from coming to the CBD. I would like to see the COA work with developers to help create a luxury retail precinct in the CBD. Adelaide is the only mainland state capital without one. With Burnside village expansive we risk losing these brands to the suburbs as soon as 12-18 months which would be devastating for the city's reputation. "



However statements are too non specific ie what EXACTLY is going to be done? For example, if you wish to increase visitor numbers to the city, as you cannot increase car parking, make ALL public transport within the City of Adelaide free.

-----

Like to see the target of increasing foot traffic - would help if there were more low car and car-free spaces to bring people into.

-----

I'd like more recognition and support of small business which collectively are huge contributors to the economy.

-----

**Question 5:**

**Do you support the Outcomes and Key Actions (p.14) under the 'Our Places' aspiration?**

-----

Bring on the long overdue main street upgrades!! And the transport strategy! But this is an area the city could be more bold in. Adelaide should aim to be a people-first city, and that means less cars.

-----

Under 'our places' there is not one social infrastructure project listed for construction. Commencing designs, developing strategies, reviewing plans. When will something be built?

-----

"drivers, cyclists and pedestrians" is not an appropriate descriptor for 2024-2028. It is likely that micro mobility etc. will need to be integrated into the city. Driving is also being given too central a place over public transport users.

-----

Strongly agree with all parts of this section. I look forward to seeing the impact it will have on the city.

-----

Public transport needs to be free, and improved.

-----

"review", "revise", and "commence" - are not meaningful indicators of "success"

-----

need to decide where you want residential towers ie spread throughout, localised as currently mostly corner Frome and North Terrace, increase dwelling density in North Adelaide which doesn't know if it is part of the city or a suburb

-----

In support of previous comments, it is within the councils' best interested to support the safety of our venues and places within the city CBD. Unfortunately, unless the council continues to priorities accessible education and funding initiatives such as Project Night Light, the city will continue to bread harassment and violence. Supporting places, means supporting the wellbeing and safety of both staff and patrons of the wider community. Please fund initiatives supportive of Gender Equality and women's safety.

-----

Supportive of including pedestrians, cyclists, and people who use mobility devices into the places aspect. Really supportive of affordable housing and office/business spaces. Supportive of improving disability access and inclusion.

-----

**Question 6:**

**Do you support the Outcomes and Key Actions (p.15) under the 'Our Corporation' aspiration?**

-----  
Disappointingly, this section is twice as large as the other sections. It shows the focus on the ACC is internal, when it must be external facing towards the community. While the items are not necessarily controversial, they are standard for any well-run corporation or department. They should not really need to be included in a Strategic Plan at all - unless they are not happening - which brings me to the odd inclusion of a goal to "ensure strategic and capital projects are delivered on time and on budget" and the decision of that target being 75%. This figure is too low. However, given there are so few capital projects planned it may achievable.

-----  
Would be great to see more engagement with universities / academics in delivering these strategies.  
-----  
not specific enough. Not enough numbers to measure outcomes against.  
-----

**Question 7:**

**An accompanying Resource Plan is proposed to support and enable the implementation of the draft Strategic Plan 2024-2028. Do you have any comments on the Resource Plan 2024-2028?**

-----  
Surpluses are wafer thin and borrowings are growing too quickly. Rate revenue predicted to be 3% is too optimistic, unless the ACC will again put council rates up.

-----  
I am not equipped to provide feedback on this.  
-----  
Pages 25 and 26 too wooly, nothing for outcomes to be measured against.  
-----

**Question 7:**

**Do you have any further comments on the draft Strategic Plan 2024-2028?**

-----  
This draft plan is not bold and it is certainly not aspirational. There is also no innovation within this draft plan at all. It is a compilation of actions that are already in train, or reviewing plans and strategies which barely add to the fabric of the City of Adelaide's society.

-----  
As a resident who bought into North Adelaide to live a hopefully car-free lifestyle, I would like to see greater focus on transitioning Adelaide to become a walkable city rather than the current drivers paradise. It does appear that there are a reasonable number of suggestions to this effect, just not

enough to give me confidence that they will actually happen (given the recent experience of the anti-pedestrian, pro-car policies of Team Adelaide).

-----  
I am very pleased to see the positive commitments being made. However, I fear that many of the proposed actions will be delayed if not strongly pushed forward by the council.

-----  
Park Lands should be a major priority. I strongly oppose the impending aquatic centre and hospital developments as well as future developments over the precious Park Lands.

-----  
I would like to see some bold decisions. More than just planting trees and goals around population. What can be done to attract more tourists both local and international to spend time in the CBD. Adelaide needs to be on international visitors must see lists. I think this would start with Rundle Mall, North Terrace and Victoria Square. Victoria Square and North Terrace is unfinished and Rundle mall lacks atmosphere. The ACC has a reputation of starting projects but not seeing them through to completion. This must stop. Another observation is there are too many 'preachers' and protests in Rundle mall. It puts a lot of people and in particular families visiting the mall off as being yelled at by someone's religious beliefs is offensive and unharmonious. Surely this can be legislated against. this would not be tolerated in a Westfield centre."

-----  
Adelaide desperately needs a large concert hall venue for classical music - a permanent home for the ASO. The Festival Centre is not big enough for a symphony orchestra. I would like to see the City of Adelaide working with State Government to fill this glaring hole in our Arts facilities.

-----  
Not sufficient detail on specific projects as to goals, what they are and how they will be implemented, North side of North Terrace is an extremely unique cultural boulevard internationally but doesn't rate a mention in your plan. "

-----  
There needs to be a higher priority on Women's Safety and gender Equality. This includes funding initiatives that supports accessible education and primary prevention in our night life community. Evidence continues to support that primary prevention is the best way to stop normalised behaviours of sexual harassment and assault. Our CBD is full of hospitality venues, and it is more needed than ever to support education to change our culture for the better. Safety matters, women's safety matters and accessible education should be our council's responsibility. Please prioritise social change for the better.

-----  
I'd like to see more focus on active transport (and a corresponding reduction in car reliance) and small businesses

## 2. General feedback

### In-person sessions:

The below verbatim comments were received at the eight drop-in sessions held across Adelaide and North Adelaide during the consultation period.

*They have been provided in no-particular order.*

-----  
Hoping for less homeless on the streets

-----  
More events or nightlife - Experiences to keep the city awake but not everyday

-----  
Safer bike tracks - separate bike paths/ separate pedestrian

-----  
More trees less cars

-----  
More support for the homeless - housing, clothing, mental health, spiritual

-----  
Get rid of e-scooters. Adelaide is a great landscape and climate for walking

-----  
Open up side streets & lanes so that they are pedestrian friendly - Charles St, fisher St, Stephens place, Lindes lane - currently all dead zones

-----  
More plants - create green walls on buildings

-----  
Cheaper housing, homelessness support, funding for art projects

-----  
Cheaper housing

-----  
More disability services and disability transport options

-----  
Less Junk food, More organic food

-----  
More health workshops, yoga classes. Information sessions on: healthy eating, recycling, home composting

-----  
Can COA lobby the state govt to alter the 6 month lease of Victoria park to the Adelaide Motor Sport. Love Events - dislike the 6 months of Chaos

-----  
More green sustainable spaces, establish neighbourhood vegie gardens where people can grow and share produce

-----  
Plant more Euro trees in the parklands to help reduce the temperature - Big green leafy trees

-----  
Please put the fairy lights back up on the Vaughan Place trees

-----  
Greenery on top of bus stops/shelters

-----  
Organic community gardens - food self sufficiency

Less grass, plant vegetables, tea, more Medicinals

-----

More greenery, eg native trees. Increase stops for the city connector bus

-----

Family events, more green spaces

-----

Central Market should have a environmental friendly policy - discount on bring your own container. A policy for phasing out gladwrap, polystyrene trays etc including marketing of this

-----

Accessible EV charging

-----

No buildings on original colonel light vision of parklands, no high-rises on North Tce, no more casinos

-----

Incentive for tech businesses to create more jobs

-----

homelessness on gouger St, parking is difficult in the gouger Chinatown area, need more police patrols for security issues in the area

-----

Not enough affordable car parks around the central market

-----

Reduce council rates for retirees

-----

City living high density strata fees unaffordable

-----

More 30min - 1 hour on street parking giving traders the opportunity of quick coffee & lunch for customers, more street cleaning, more awareness for business owners to keep tidy.

-----

Provide SAFE business environment, increase police force, reduce shoplifting & robberies

-----

Do parklands have to be event spaces? What about having events in streets? Greened streets

-----

Take some of the bitumen off streets to plant trees eg create medium strips in wider streets - add plants in medium strip in Wakefield St.

-----

Proper surface treatments to lower temperatures & permeable paving please

-----

There is a goal for an increase of people living in the city from 26k to 50k by 2036 - why not a goal for trees? A dramatic increase

-----

If the Hutt St upgrade slows traffic & results in a more pleasant place for pedestrians & visitors then yes spend the money

-----

Make the tree planting plan available to the public - have achievable goals & meet them. Action not just talk.

-----

Have an ambitious action plan for tree planting in streets - median strips. 40% is pathetic

-----

Main street upgrade - Bike lane for Hutt St?

-----

The council needs to address increased emissions from vehicles. Electricity is a state concern.

-----

21 days is not enough time for community consultation! Especially before the Xmas period

Street Greening - Tree planting map for where "hot spots" have been identified. Baseline 27% increase to 40% is not adequate! More greening with tree canopies

Can Empty shops be used temporarily for the homeless, More relaxed enterprise funding - e-scooter behaviours, Company accountability

Plenty of colour. Longer parking

Keep the green spaces/parklands free for all wildlife to continue to thrive

Horticulture team are doing a great job. Planter boxes melb st - should all be the same design and maintained

More green spaces, more spaces/activities for youth

The tram is enjoyable to ride - more tram lines. The city is compact and easy to get out of, hope it stays that way. Keep new buildings in the style of existing architecture

I like the green belt around the inner city & note the new trees plantings around. Love the street canopies in where I live (Victoria/Sussex st). More trees please.

Mixed of old & new buildings. Good interesting design. Mix of activities, spaces of discovery, more pedestrian friendly please

Build in a stepped fashion - eg street level, single story, awnings plants for pedestrian experience & comfort = human scale. Behind stepped up heights - no straight up facades (they are claustrophobic & dominating)

Build in a way to respect: human scale, heritage, sense of place, harmonise with history & style, add non concrete/steel/glass features eg wood, add vertical gardens,

Building a community is missing from the plan. what are we doing to build a community, more than just events and amenity. What are we doing to create culture - sense of people living here and how we define ourselves?

Strengthening community development - sense of belonging by facilitating and creating spaces that bring people together to connect. Not just activities and events but informal interactions

Can not see connection between strategy, activities and budget

City should have multiple neighbourhoods and precincts. A plural city. Each different. Can be reflected in local urban design and branding to create a sense of place

More public BBQs in the middle of the city (not just parks)

It's important to leave the natural environment in the Park Lands the community is enjoying it just as it is. We don't need closed off sections and the festivals can go on the grass area (for example Oz Asia). People want to be able to feel the natural environment in the Park Lands. Maintain the pathways, but keep the natural environment.

-----  
Can we look at the fee structure for motor sports in the Park Lands. Are they paying to set up and pack down? It seems to be taking a lot more time than and a lot more space than in previous years.  
-----

What is the City Council doing about business development in the city? I'm considering doing International Studies in Adelaide but concerned that I won't be able to get employment after I finish my studies. As a result I'm looking at studying in Sydney or Brisbane.  
-----



**An example of the postcards collected at the face to face drop-in sessions (pictured Rundle Mall)**

-----  
**FEEDBACK ATTACHED TO SOCIAL MEDIA POSTS ABOUT THIS CONSULTATION**

Some simple ideas that are good for building vibrancy and visitor interest from overseas: painted steps like in Vienna, rotating sculpture every 15 minutes like Kafkas head in Prague (maybe the pigeon?) hole in the wall wine like in Florence (hugely popular on Insta with big line ups of beautiful people) Pics added for info. So many simple but effective ideas from overseas - more pics following  
<pictures not attached to this report>

### 3. Written submissions

**Robert Warn Mon 30/10/2023**

**SUBJECT: Strategic Plan**

Error 404 meant I couldn't enter your survey.

Adelaide has unique qualities that define it. Changes should not endanger this.

Tree lined CBD streets..... increase please and refuse developers attempts to remove any. Require developers plant additional trees.

No further incursions into the parklands: possible exceptions, sporting facilities OPEN to the public, food outlets etc.

An earlier plan called for a ring of apartment buildings circling city. Greenhill Rd,D'quetteville Tce, etc.

Transport corridors from the suburbs. Bus only lanes. Where feasible, rail/light rail.

Sth East Freeway. At capacity? Dangerous. Existing rail line could be used for park and ride. Not fast. But safer. Mt Barker developments add more pressure to the freeway and to demand for alternative routes / modes of transport.

The above just 'off the top of my head '.

Robert Warn

-----

**Jenny Wallace Tue 31/10/2023**

**SUBJECT: Feedback Draft Strategic City Plan 2024-2028**

To the planning team

I currently work as a volunteer in Visitor Information Centre services in the city centre and I meet people from all over the world. After growing up on a farm, I have lived in the Adelaide suburbs for many years while enjoying a career in healthcare. I am now looking at downsizing from my family home to live on the periphery of the city. I have failed to find any suitable apartments near the parklands or with access to a communal green space where I would be happy to live.

I have some great concerns about the well-being of people living in high density housing with limited access to green spaces for recreation, relaxation and gardening. As the suburbs become denser, the traditional backyard has been lost to more and more housing. This is even worse in the city as I have watched city apartments being built without any communal green space to share or even any plantings around the apartment blocks. Too many apartments overlook other buildings, hard surfaced access areas or parking facilities and some even face onto other walls!

I see slow progress in compensating for the land lost to concrete and asphalt by tree replacement programs in the city, the inclusion of green courtyards in apartment complexes or the promotion of roof top gardens. Too many apartments are built without even a balcony! How can anyone expect to live happily and healthily like this?



While the city centre has several major green squares, they are not adequately safe nor private to use freely for the number of residents that surround them. Adelaideans are well known to love their backyards and the hobby of gardening. There is no possibility for an ordinary person being able to afford an apartment close to the city parklands. Even then, there are very few communal garden plots available for city dwellers.

I believe strongly that more communal gardens need to be established in the parklands and on apartment building rooftops. This will improve the environment, air quality, the bee population, the biodiversity of our insects and contribute enormously to our health and well-being. As a state well known for its quality of produce and primary industry, it is important to encourage the next generation of residents to learn the value and joy of growing some of one's food, those who may never benefit from a backyard.

Can some car parks be replaced with green spaces and the parking stations built under the peripheral parklands? There are many innovative ways to store vehicles on the periphery of a city, one only has to look at European cities in France, Germany and Switzerland to see how this has been managed. One does not need a car in the city. The parks can be private or public, accessible with an App and paid for with an account. Security is managed by surveillance, access using security codes and dedicated walkways or private direct link tunnels.

Thank you for considering my feedback.

Kind regards,

Jennifer Wallace

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**Alex Bogdanova Mon 06/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028**

Dear City of Adelaide team,

Thank you for the opportunity to comment on the Draft Strategic Plan. I was trying the online Survey, however, it doesn't work. The link is broken.

I'm a Sustainability Lead in the Buildings and Precincts team at Mott MacDonald, recently moved to Adelaide from Sydney. We collaborated with a number of councils back then on setting up requirements and targets for developments and rezoning.

Reading through the table Our Environment on page 12, it seems there's a lack of methodology and strategies to measure. For example, this target:

No net increase in the urban heat island effect

Doesn't state how it can be achieved. What is the baseline? How is it measured and tracked? How the council, developers and companies can comply?

We've done a lot of work in this space and are happy to share the findings and recommendations. We also supported the Green Building Council of Australia to write the requirements for the Urban Heat Island credit in the new Communities rating.

Following the above, we want to stress the impacts of the green canopy and how insufficient 40% green cover is. An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028

Adelaide has a relatively aged population. It puts even more pressure on reducing risks of high and extreme heat stresses, that are very likely to occur on a regular basis in the near future due to the higher frequency and severity of heat waves.

In addition, there are no active mobility strategies, and car paring reduction, but an increase instead. What about the pedestrianisation of some streets? This would provide an enhanced street layout, create places for people not cars, boost the local economy and attract people, as well as fight against Urban Heat, and increased energy demand, while providing safer space.

Studies show how the reduction of car parking spots increases sales rates in small shops and hospitality, not the opposite as many believe in Australia.

These changes might sound intimidating, but they don't cost much to the city and after seeing positive outcomes, no one wants to go back.

Please, let me know if you'd like to have a chat or even a workshop.

Best,

Alex Bogdanova

Sustainability and ACD Lead SA    MArch, MPM

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**Ben Smith Wed 08/11/2023**

**SUBJECT: Strategic plan to be seen to be doing something.**

Feedback on "Strategic Plan"

I will assume you all believe you are genuinely in pursuit of a better future. However, when you say you want Adelaide to "Lead as a Low Carbon Emissions City" it sounds, frankly, delusional.

A switch to some EVs and better recycling seems to be the sum of it. Is there any plan at all to reduce the reliance on cars and the large number of cars coming into the city every day to use the Council's car parks? Any plans at all to reduce on street car parking and car lanes to transfer the space to pedestrians and active transport? Not a lot apparently.

You say you want Adelaide to be; "Resilient, protected and sustainable. In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity and a community that is adaptive and resilient to climate change"

Well, sadly, these just sound like very hollow words unless you actually put forward a plan to achieve this.

I wish I could say something more optimistic.

Cheers Ben

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**Luke Foreman Fri 10/11/2023**

**SUBJECT: City of Adelaide Planning**

Hi City of Adelaide,

I am of the view that the North Adelaide needs the tram line extension to O'Connell Steet North Adelaide from Adelaide Oval like urgently.

Businesses in the area need this extension from Adelaide Oval to O'Connell Street urgently and besides this it would revitalise the area.

The way I see it I think, the SA Government supports the tram line. I note the ACC supports the tram line. The only issue is whether the

Torrens Bridge can withstand a tram. When the bridge had the trams crossing for about 60 years.

Please, this needs to be a priority for the ACC to get this tram extension moving.

Regards,

Luke Foreman

North Adelaide

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**Geoff Gaskell Sat 11/11/2023**

**SUBJECT: Our Environment: City of Adelaide Strategic Plan 2024-2028**

I am a resident and owner at [REDACTED] Adelaide, opposite Walyu Yarta Park 21. I wish to contribute some suggestions for improvement of this park.

I take note of and gain support from the following outcome given in the Plan:

'Be active in the promotion of the status, attributes and character of our open spaces ....by protecting and strengthening their integrity and values.

Among the key actions are the following:

- Protect and restore native habitat....
- Work with partners to create innovative ways to create or convert underutilized areas to green spaces.

Among the KPIs are:

- An increase in biodiversity.
- An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD.
- An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028.

**My assessment of the current situation in this park.**

There is a very well-maintained and irrigated garden area immediately adjacent to South Terrace that is very much enjoyed by many people and should continue to be maintained to the current standard.

There is a community garden to the rear of this area that is unfenced and has deteriorated due in part to the nature of the soil, being highly alkaline, leading to poor growth of vegetables planted there.

Beyond the irrigated lawn area there are several large areas of grassland that is regularly mowed and occasionally used by community groups, divided by rows of Eucalyptus tree species; there are two smaller areas of low bush and trees that are used on occasion by rough sleepers or others looking for a hideaway, adjacent to other smaller areas of mostly Eucalypt species.

Along Greenhill Road there are areas, several irrigated, that are used occasionally for people playing casual games of soccer, and two buildings that are available for use by teams but seem not to be used as such. There are two tennis/basketball courts also.

**Proposals for development/improvement.**

1. The large open areas need a better plan for use that will enable more people to experience a variety of native vegetation that is attractive to birds; at present the Noisy Miners dominate the open Eucalypt plantings, and other native shrubs that have vibrant flower characteristics would encourage visitors, planted as an understory to more Eucalypts, preferably those native to the Adelaide area. Native grasses could also be planted.
2. It would be useful if a list of trees and plants in the park was made so that people could identify them, as a way of connecting to the environment. A sign or notice board could be placed at a suitable location to assist in this.
3. The value of the community garden should be reviewed and an alternative or adjacent site considered after consultation with the current group members and with input from other community garden members. Fencing could be considered also.

In summary, part of this park is already highly appreciated by many people for its horticultural and recreational values, but the remainder is neglected and does not deliver on the key actions listed above; an increase in biodiversity can be achieved by considering the first proposal above and an increase in tree canopy cover would be a valuable additional benefit.

I am impressed with the comprehensive coverage of the Strategic Plan and support it fully, but I have focussed on the park closest to my home that I love and visit daily.

Geoff Gaskell.

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**Steve Hamnett Sun 12/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028**

The purpose of this email is to make a brief comment on the draft Strategic Plan 2024-2028.

I have lived in the City of Adelaide for some 20 years. My home is in [REDACTED] a minor residential street comprised primarily of local heritage places. Over the time that I have lived there I have been grateful to the City Council for a number of initiatives, including permitting two way cycling in what is a one way street for cars; and the establishment of a number of street trees, many of which are now reaching maturity.

However, while these and other initiatives have been most welcome, they have sometimes been a little ad hoc in their conception and implementation. I am pleased to see, therefore, at page 14 of the Draft

Strategic Plan, a reference to the preparation of an Integrated Transport Strategy. This seems essential to the plan's aspiration to make Adelaide a more liveable and walkable city (The two go together, of course).

An Integrated Transport Strategy will need to be wide-ranging, focusing in part on strategic movement questions such as the need to divert through traffic away from Adelaide's streets and the management of traffic signals and sequencing to assist in achieving this and other purposes.

But an Integrated Transport Strategy also needs to include detailed design principles for local streets to ensure that these give priority to pedestrians and to sustainable modes of travel. This has also been an aspiration of the City of Adelaide for some years, but my experience of Little Sturt Street and of similar local streets in the south-west part of the city, is that there is still much that could be done to reduce vehicle speeds and to 'traffic calm' these streets with a view to enhancing their liveability by prioritizing residential environments and pedestrian movement. Planners have known how to do this for more than half a century, taking inspiration from the Dutch planners who first set out around 1970 the principles for creating the 'woonerf' (usually translated as 'living street') in which various techniques are employed to slow down traffic and force drivers to share the street safely with the pedestrians and cyclists whose movements are prioritised. I have no doubt that Council's planners are fully aware of what is involved in the design of 'living streets' but a council-wide approach to adopting and implementing principles for their design should be a high priority in an Integrated Transport Strategy. Of course, a first step would be to reduce speed limits in streets which are intended to be 'liveable and walkable'. The speed limit adopted by the Dutch for their living streets is 15 kph.

Stephen Hamnett

Adelaide

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**Luke Foreman Mon 13/11/2023**

**SUBJECT: ACC Strategic Planning**

Hi ACC, I think its also worth considering electrical/power cables being run underground in North Adelaide. Besides the damage they must do to trees in the area there is also concern about starting fires from cables and the environmental damage they cause. However there appears to be some underground cables in some areas. There was an opportunity to run the cables with the recent underground gas and sewerage upgrade in the area.

Regards,

Jane Foreman

North Adelaide

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**Gabby Low Thu 16/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028 - FEEDBACK**

Dear City of Adelaide,

I am emailing you with feedback and suggestions for the draft Strategic Plan 2024-2028.

Currently the Plan makes no reference to gender equality and women's safety. I encourage you to reconsider the priorities of the Plan and ensure that these issues are reflected in it.

When women feel unsafe it leads to changes in behaviour, avoiding traveling alone at night, avoiding public transport, or even refraining from going out at all. This cautious behaviour can profoundly hinder access to opportunities. Understanding gendered experience of public space in the city environment is essential.

Through TABOOs work in researching period poverty in the City of Adelaide we know that when public spaces are not equipped with the resources necessary to support women and people who menstruate, social and economic engagement decreases. This leads to negative ramifications on individual and community health and wellbeing.

I urge you to reconsider the draft Strategic Plan 2024-2028 priorities and ensure that it reflects developments in women's safety and gender equality.

Thank you for your time.

Kind regards,

Gabby Low

Gabby Low (she/her) | Public Health Lead | TABOO Period Products

tabooau.co

Please include my following feedback - I've added a few extra points from my initial email.

When women feel unsafe it leads to changes in behaviour, avoiding traveling alone at night, avoiding public transport, or even refraining from going out at all. This cautious behaviour can profoundly hinder access to opportunities. Understanding gendered experience of public space in the city environment is essential.

Through TABOOs work in researching period poverty in the City of Adelaide we know that when public spaces are not equipped with the resources necessary to support women and people who menstruate, social and economic engagement decreases. This leads to negative ramifications on individual and community health and wellbeing. Through a survey conducted with city users on the provision of period products in public spaces, 44.4% of participants reported that they had experienced financial barriers to period products, 27.8% of participants reported that they had experienced geographical barriers to period products, and 58.3% of participants reported they had experienced social and cultural barriers to period products. Women are disproportionately affected by these statistics. These barriers subsequently lead to disengagement and negative health outcomes and drive gender inequality.

Kind regards,

Gabby

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**Jonasson, Asa (GISA) Fri 17/11/2023**

**SUBJECT: Submission - Draft City of Adelaide Strategic Plan 2024-2028**

Dear Strategy, Planning & Engagement Team

Please find attached the Green Industries SA (GISA) submission for the Draft City of Adelaide Strategic Plan 2024-2028.

Should City of Adelaide wish to discuss this submission please don't hesitate to contact GISA, contact details are included in the submission.

Regards

Åsa

Åsa Jonasson (She/Her)| Project Officer, Transformation and Innovation

Green Industries SA

W: [greenindustries.sa.gov.au](http://greenindustries.sa.gov.au)

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**Government of South Australia**  
Green Industries SA

**Draft Strategic Plan Feedback**  
**The City of Adelaide**  
GPO Box 2252  
ADELAIDE SA 5001

Via email: [strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

ABN 76 149 388 126

Level 4  
81-95 Waymouth Street  
Adelaide SA 5001

GPO Box 1047  
Adelaide SA 5001

Tel +61 8 8204 2051  
Fax +61 8 204 1911

[www.greenindustries.sa.gov.au](http://www.greenindustries.sa.gov.au)

Dear Strategy, Planning & Engagement Team

**Re: Draft City of Adelaide Strategic Plan 2024-2028**

Green Industries SA (GISA) is a statutory corporation under the *Green Industries SA Act 2004* (GISA Act) supporting the development of the circular economy and building on South Australia's achievements in waste management and resource efficiency.

Green Industries SA (GISA) welcomes the opportunity to provide this submission for consideration on the draft *City of Adelaide Strategic Plan 2024-2028* (draft Strategic Plan).

The circular economy provides significant opportunities for economic development, reducing greenhouse gas emissions and supporting long term social well-being and resilience. Incorporating circular economy principles can drive outcomes and key actions identified across all achievement areas of the Strategic Plan: Our Community, Our Environment, Our Economy, Our Places and Our Corporation. Feedback on specific outcomes in the draft Strategic Plan for your consideration is provided in attachment 1.

Should City of Adelaide wish to discuss GISA's submission further, please do not hesitate to contact Jessica Wundke, Manager Policy Reform, Green Industries SA on 08 8204 2051 or at [jessica.wundke@sa.gov.au](mailto:jessica.wundke@sa.gov.au).

I look forward to seeing the Strategic Plan being implemented and continuing to work with City of Adelaide to on measures that support the State's transition to a more circular economy.

Yours sincerely

A handwritten signature in black ink, appearing to be 'I. Overton', written over a light blue horizontal line.

Professor Ian Overton  
Chief Executive  
**GREEN INDUSTRIES SA**

16 November 2023

OFFICIAL



## ATTACHMENT 1

### OUR COMMUNITY

#### **Outcome - Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit**

Events offer the community valuable experiences and opportunities to grow and connect. To minimise impacts of the materials generated at these events and ensure waste does not distract from that experience, the GISA *Waste and Recycling at Events and Venues Better Practice Guide*<sup>1</sup> could be used by those coordinating or issuing approvals for events to set minimum requirements for waste and recycling systems and service ware. Working with event organisers to implement better practice not only encourages progressive waste management strategies, it improves community engagement with diverting waste from landfill in other settings.

### OUR ENVIRONMENT

#### **Outcome - Lead as a Low Carbon Emissions City**

Global, national and local ambitions are for a net-zero economy by 2050. Adelaide City's goal should be for a zero carbon emissions city, not a low carbon emissions city.

The circular economy is an economic model that seeks to improve materials productivity by reducing reliance on virgin resources, the continued circulation and extended lifecycle of resources at their highest functioning utility, and in a manner that eliminates waste, pollution and harm to the environment.

The South Australian Economic Statement recognises that decarbonisation, sustainability and the circular economy are essential elements to reduce greenhouse gas emissions and limit resource use, with an aim to slow climate change and live within planetary boundaries. The key action identified in the draft Strategic Plan to 'Generate, lead and support new circular economy activities to support sustainability and economic outcomes' aligns with *South Australia's Waste Strategy 2020-2025*<sup>2</sup> (SA Waste Strategy). Driving South Australia's transition to a circular economy and making the state a national centre for reuse, remanufacturing, recycling and composting, achieving positive environmental outcomes while building local industry and creating business opportunities locally and overseas is an overarching objective in the SA Waste Strategy.

To support a number of key actions under this outcome, circular economy principles should be incorporated into procurement policies. In 2023, GISA launched the Circular Procurement Knowledge Hub ([www.greenindustries.sa.gov.au/circular-procurement](http://www.greenindustries.sa.gov.au/circular-procurement)) providing tools, guidelines, case studies and training to help organisations integrate circular economy principles into procurement processes.

#### **Outcome - Be a sustainable climate resilient city and embed climate resilience in all that we do**

The City of Adelaide *Resource Recovery Strategy (Organics, Recycling and Waste) 2020-2028* notes that 43% of household general waste bins is food waste that could have been diverted from landfill. For businesses that use a general waste and recycling bin provided by City of Adelaide, this is even higher at 51.8%.

Capturing food waste and organics through source segregated organic collection systems will be critical to meet the waste diversion and climate targets outlined in the draft Strategic Plan.

Reduction, capture of source segregated streams and high value utilisation of food waste is a strategic priority for GISA. *Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste*<sup>3</sup> outlines programs and priority actions required to deliver on SA Waste Strategy targets.

<sup>1</sup> <https://www.greenindustries.sa.gov.au/tools-guides/waste-recycling-events-venues>

<sup>2</sup> [www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025](http://www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025)

<sup>3</sup> [www.greenindustries.sa.gov.au/resources/valuing-our-food-waste](http://www.greenindustries.sa.gov.au/resources/valuing-our-food-waste)

## ATTACHMENT 1

The benefits of capturing food and organic waste for processing into compost and soil improvement products, extend far beyond landfill diversion targets to support the broader objective of this section. Application of high quality compost outputs, regenerates natural systems, improving soil health and structure, increasing water holding capacity, requiring less artificial fertilisers and water inputs.

The City of Adelaide has a unique dwelling and business profile in the South Australian context. In some settings, this will require innovative collection solutions to increase waste diversion and resource recovery.

There are recognised additional challenges associated with waste management and resource recovery services in high density settings. In most cases, existing higher density buildings must have tailored collection service arrangements to enable residents to divert food and other organics. The '*Better Practice Guide Waste Management in Residential and Mixed-Use Development*'<sup>4</sup> was developed to support developers, planners, architects, facilities managers and the waste industry by providing best practice guidance to incorporate segregated waste management systems and provide sufficient and safe access for collection vehicles in new higher density developments. Planning is underway to update the guide and GISA would welcome City of Adelaide's involvement in this process.

GISA partnered with City of Adelaide to install new bin infrastructure in Rundle Mall to capture food waste and compostable materials alongside recycling, general waste and 10c collections. The placement of systems to capture food and organic waste in a high traffic area, significantly expands community messaging and normalises food waste diversion to green organics bins across settings. The new systems not only enable the community to divert food waste, but also puts in place the infrastructure required to capture the compostable alternatives when announced single-use plastic bans for food and beverage containers come into effect in 2024.

GISA notes the inclusion of a key action to 'work with the community to divert more waste from landfill' in the draft Strategic Plan. Alongside implementing best practice waste and recycling systems, education and engagement is vital. GISA strongly recommends that City of Adelaide continues to work with GISA to use state wide Which Bin branding across all residential education and communications campaigns to encourage consistent, cohesive education to the community.

### OUR PLACES

#### **Outcome - Encourage bold, interesting and purposeful development**

The draft Strategic Plan discusses repurposing and adaptive reuse and improvement of buildings as well as upgrades and retrofit as some of the key opportunities and actions in supporting a circular economy and low-carbon outcome in City of Adelaide. These are recommendations echoed in global leading initiatives, and also outlined in the GISA funded and Green Building Council of Australia led action plan *Circular economy for South Australia's built environment*<sup>5</sup>.

Recognising the significance of the emissions and raw materials of the built environment sector both in South Australia and globally, Green Industries SA partnered with the Green Building Council of Australia, Dsquared and the Adelaide Sustainable Building Network on the development of a Discussion Paper in 2022 to engage with industry, academia, local and state government stakeholders and exploring the current state, opportunities and barriers for circular economy for SA's built environment ahead of the release of the action plan earlier this year.

As well as building upon the critical steps needed to accelerate industry participation in both the commercial and residential sector, the report relates to the transformation required to reach net zero, including; design, construction, regenerative practices, procurement, education and training, planning

<sup>4</sup> [www.greenindustries.sa.gov.au/resources/better-practice-guide-for-waste-management-in-residential-mixed-use-developments-2014-](http://www.greenindustries.sa.gov.au/resources/better-practice-guide-for-waste-management-in-residential-mixed-use-developments-2014-)

<sup>5</sup> [www.greenindustries.sa.gov.au/resources/circular-economy-in-sas-built-environment-action-plan-2023](http://www.greenindustries.sa.gov.au/resources/circular-economy-in-sas-built-environment-action-plan-2023)

**ATTACHMENT 1**

codes and regulations. The plan includes a number of recommendations and identifies opportunities that can contribute to achieving aligned objectives in the draft Strategic Plan.

**Tony Saulters Fri 17/11/2023**

**SUBJECT: Submission - City of Adelaide Draft Strategic Plan 2024-2028**

Dear Mr Sim

I write in relation to your recent request for submissions regarding City of Adelaide's Draft Strategic Plan.

Please find attached a letter signed by Business Events Adelaide's Chair, Mr Jim Kouts.

If you require any further information, I can be contacted on the details below.

Kind regards

Tony



**Tony Saulters** – General Manager Strategy & Public Affairs

Adelaide, South Australia, 5000

W [www.businesseventadelaide.com.au](http://www.businesseventadelaide.com.au)

17 November 2023

Mr Nathan Sim  
Coordinator, Strategic Planning  
Strategy, Planning & Engagement  
City of Adelaide  
[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

Dear Mr Sim

**Submission – City of Adelaide Draft Strategic Plan 2024-2028**

*Business Events Adelaide* appreciates the opportunity to comment on ‘City of Adelaide’s Draft Strategic Plan 2024-28’ as a major economic contributor to South Australia generally, and City of Adelaide (CoA) more specifically.

*Business Events Adelaide* (formerly Adelaide Convention Bureau) is a 49-year-old, independent, not-for profit, membership organisation. It competes on the global stage to win business events for Adelaide and achieves above-average results. Over the three years FY21 to FY23, *Business Events Adelaide* secured 392 international and domestic business events, resulting in 691,000 bed nights – predominantly in the off-peak Monday to Thursday period – and generating \$678m for the State economy.

As a consequence of most business events occurring at large venues – most notably the Adelaide Convention Centre – and with many major hotels also being within city bounds, the vast majority of business event-generated revenue is retained within the CBD.

Winning business events to Adelaide delivers much more than simply a high daily delegate spend, although this is an impressive \$632 per day compared to a tourist’s \$179. Business events also provide an economic tail of multiplying benefits that often endure years into the future. Further details of how *Business Events Adelaide* contributes to the State’s strategic imperatives are set out in **attachment 1**.

*Business Events Adelaide* receives funding from the State Government and CoA, as well as generating a third of its annual budget from its 130 strong membership of business event service providers. As you would be aware, a decision was taken in FY22 to reduce CoA’s contribution from \$380,000 per annum to \$300,000 pa. This was regrettable at the time, but our Board took the view that this was a consequence of constraints resulting from the COVID pandemic. It has expressed its disappointment to the Lord Mayor and Councilors directly that this funding level has not since been revisited.

### ***Business Events Adelaide key points - November 2023***

The business events sector delivers to the State more than \$2.5b annually of which *Business Events Adelaide* directly contributes \$250m.

As an economic driver, *Business Events Adelaide* works directly into the Department of Premier & Cabinet Executive – Chief Executive Officer Damien Walker and Chief Operating Officer Wayne Hunter.

Operating funding was increased in the FY23 State Budget mid-year review, and from FY24 \$2.1m has been secured for two years out to FY25. *Business Events Adelaide* also receives access to an annual \$5m Government bid fund, secured for a further two and half years out to FY25.

The business events sector is far more than tourism. It has a different KPI and a different business model. While business events are a strong short-term contributor to the visitor economy - with its delegates spending more than \$632 a day compared with a tourist at under \$179 - it is far more than that. The State Government recognises it also delivers quantifiable long-term benefits to the economy from the economic tail of research collaborations, business partnerships, new company startups in Adelaide and even a contribution to population growth with the arrival of new professional and skilled workers.

Vitality, this economic tail from business events is aligned with the State's focus areas and innovations districts such as BioMed City, Lot 14, Waite, Tonsley Innovation District and Techport. This is the strategic two-pronged 'attack' of Business Events Adelaide for the betterment of the State.

*Business Events Adelaide* works closely with its Strategic Partners - including the Adelaide Convention Centre, Adelaide Airport Ltd, Adelaide Oval, Accor Hotels, Hilton Hotel and Stamford Hotels – as well as a further 130 (and growing) members from across the business events delivery sphere.

Business Events Adelaide currently has a bidding pipeline out to FY29, with competitive advantages including:

- National geographic centrality.
- Accessible, walkable, clean, green and spacious city.
- Ability to leverage off new infrastructure and world class technology.
- Proximity and size of innovation districts including medical research, universities, learning economy.
- Cost advantages.
- 'Team Adelaide' member collaboration methodology.
- Access to political leaders.
- Bespoke experiences.



The continued reduced funding is at odds with State Government, who conversely added \$500,000 to their allocation during mid-year budget review in FY23 for the subsequent two financial years, as well as guaranteeing access to an annual \$5m Government bid fund for the same period.

The additional funding was not to top up decreased revenue support from elsewhere; it was a strategic response that recognised winning business events is becoming ever more difficult, with competition fierce. It allowed *Business Events Adelaide*'s board to plan with confidence, exploring new possibilities in the business event sector. It has an ambitious program of bid opportunities that augers well for future success but requires the attraction - and retention - of skilled and experienced people in areas such as business development, research, corporate incentive, cultural knowledge, marketing and public relations in order to achieve its aims.

Despite competing priorities, the Department of Premier and Cabinet, along with Treasury colleagues, share the view that business events represent an investment opportunity rather than a cost, with a demonstrated high rate of return. As part of its strategic planning, *Business Events Adelaide* requests that CoA similarly recognises the value that it represents to the businesses, residents and ratepayers of the CoA and reconsider the funding that it provides.

If we can offer more specific information, or if you would like to meet with *Business Events Adelaide* to discuss further, please do not hesitate to contact CEO Damien Kitto on 0410 124 413 or [damien@businesseventsadelaide.com.au](mailto:damien@businesseventsadelaide.com.au)

Yours sincerely

Jim Kouts  
Chair

Attachment 1 – *Business Events Adelaide* key points

**David Ness Fri 17/11/2023**

**SUBJECT: Draft Strategic Plan**

Dear Lord Mayor and Council

I am pleased to comment on the draft document as follows:

**Our Adelaide: Bold. Aspirational, Innovative**

Unfortunately, 'Bold' and 'Audacious' are usually seen as Big.

Adelaide cannot be sustainable if growth is accelerated.

As mentioned below, I prefer if 'Sufficient' is mentioned, rather than Bold.

I may have missed it, but I could not find equitable mentioned in the Plan. Surely that should be an important strategic objective?

**Our Environment:**

While resilient to climate change is mentioned, a commitment to climate mitigation is lacking.

Could this be added please?

**Lord Mayor Introduction**

The draft City Plan includes 2 scenarios, Low and High Growth.

I respectfully disagree that increasing our population to 50,000 by 2036 is "sensible", also this statement pre-empts the findings of the Plan.

Can the low growth population of 36,000 also be included please? A population "between 36,000 and 50,000" could be used.

Having discussed 'sufficiency' with the Lord Mayor, who kindly participated in Sufficiency Summit on 4 May, I would like to see this signalled in her comments and elsewhere in the Plan, which is dominated by terms such as bold and audacious.

Sufficiency is defined as avoiding demand for energy, materials, land, water and other natural resources while ensuring well-being for all within planetary boundaries.

**Our Opportunities**

"The physical form...is changing to accommodate... growth through new developments".

This contradicts the Council/Capital City Committee Policy on 'adaptive reuse'.

Please clarify that developments may involve some new developments where required, although the emphasis will be on adaptive reuse.

And the 50,000 figure is there again!!

The meaningless word 'quality' is used throughout the Plan e.g, quality housing, quality amenities. What is that? Please replace with a more specific term.

Again, the emphasis is on climate resilience and adaptation with no mention of mitigation, which also includes reducing the size and floor area of any new buildings to reduce embodied emissions.



A “Green City in a Park with new ways to reuse old buildings and a greener built form, supporting a circular economy and a low-carbon city”.

Whilst reuse is positive, what is ‘greener built form’. This may imply that more high rise towers with green features such as roof and hanging gardens and low-carbon materials are ‘green’. This is not the case, because accounting for embodied carbon and avoiding resource consumption requires that we seek to constrain excessive new builds, such as that approved for former PO Site Grote Street.

Circular economy as understood and practice mainly involves recycling and some reuse, but fails to acknowledge need to avoid, rethink, and reduce resource consumption.

Similarly, low carbon is usually applied to materials, whereas most carbon/embodied carbon can be saved by building less and via adaptive reuse.

Embodied carbon is currently not mentioned in the Climate Change Plan, nor is it accounted for amid all the massive new building activity envisaged.

### **Our Role**

Partner: Education/Research Partnership(s) with Universities should be included.

Also, I am very concerned at Council’s close relationship with property industry via AEDA, especially in ‘City Shaping’.

See also later....

### **Our Response**

“Our city must grow if we want to thrive”.

This is too vague, it could imply huge growth in new building activity which AEDA seeks via its so-called City Shaping projects.

This flies in the face of ambitions for city to meet Paris agreement. In fact, a research paper to be published on 20 Nov shows how we will be unable to meet climate and other ambitions if we accelerate high growth in buildings and floor area.

Here we find more ‘quality’ : quality housing, quality services. I hope we can have a quality council!

### **Our Community**

Very concerning to read again about increase of population to 50,000 by 2036.

As we can see from 237 Grote St, the increase in affordable housing is minimal and such projects mainly benefit the wealthy.

We should also be an ‘inclusive’ community. Not sure if mentioned, but should be.

### **Our Environment**

Lead as a Low-carbon Emissions City: sustainable practices and materials are not enough, especially when relying on carbon offsets.

We need to take a top-down view of building activity in city, and seek to constrain overall growth in new builds and new floor area, while encouraging reuse and managing existing building stock.

Reduction on emissions of 42% by 2030 is far off the mark. Australian Scientists have demanded a 75% cut by 2030, and reaching net zero by 2035.

This is necessary to respond to the declared Climate Emergency.

This is possible by introducing 'sufficiency' into our city and state govt policies (see <https://sufficiencysummit.com/programme>)

Having participated in the International Sufficiency Summit on 4 May 2023, the Lord Mayor and some Councillors would be aware of this.

### **Our Economy**

As mentioned above, I am concerned at the undue influence of AEDA on the City Shaping.

'Grow our economy', which usually results in more and bigger projects, should not be our main aim. Thinking in EU and beyond is turning towards 'Beyond Growth', with a focus not on GDP and economic growth but improving health/wellbeing, education, incomes, equity, and the like, known as 'The Wellbeing Economy'.

### **Our Places**

Here we find 'quality' again, as in 'quality street upgrades', also 'bold and purposeful development' whatever that means. It may be interpreted as 'Big', which is NOT the way to go.

I should be pleased to discuss further, and trust that my and other submissions may be made publicly available.

Kind regards

David

Dr David Ness

Adjunct Professor UniSA

and City Resident

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**Nathan Sim Sat 18/11/2023**

**SUBJECT: Draft Strategic Plan feedback**

*This submission was received as a hard copy via the Customer Centre at 25 Pirie Street and processed by Central Records on the 20/11/2023, as well as an electronic version emailed through on the 18/11/2023.*

23 NOV 2023

**Re: draft Strategic Plan feedback**

As a worker, visitor and someone who does their business in the city, please find attached my feedback on the City of Adelaide's draft Strategic Plan.

For your convenience I have summarised my feedback under the following headings.

Contextually the City of Adelaide has 25,000 residents in a state of 1.7 million. Those who can afford to rent or live in the city are 1% of South Australians who can. Awareness of this context is important if you want to ensure your public policy is considerate of all South Australians who use the City or want to but are excluded.

**1. A Customer Focussed City**

I would preface my feedback with the context that we have a household annual income of over \$200K with 4 children, plus 5 family members with disabilities. Our expenditure in the city is determined by necessity. As I currently work within the city, I also use this opportunity to use lawyers, accountants, optometrists, physios, dentist etc located within the City. When I have not worked in the city we rarely come in because the times we have tried, we have repeatedly found it to be neither child friendly or disability accessible and inclusive experiences.

You might want to learn from IKEA who deliberately target children as customers and lock them in for life. If the City of Adelaide deliberately put children and accessibility and inclusion first it would provide indelible experiences locking Adelaideans into 'customers for life'. Some of my fondest childhood memories involve weekend family outings to the City I wanted to replicate with my own but alas negative experiences have put us off visiting the city.

**2. Duration of Consultation Insufficient**

Please note that as a fulltime worker and primary carer of five, being given 24 days to provide feedback on a 26-page strategic plan to guide the state capital for the next 4 years is insufficient. I will not be able to provide feedback on all but have selected some primary points and provided what feedback I can to enhance the document. Also because of this limited timeframe my comments may be focused on absences, as I do not have time to provide comments about all the positive elements of the plan and indeed will not have time to comment on the resources plan. Also, the 24-day consultation period is non-complaint with Council's own Community Consultation Policy which states six weeks consultation.

**3. Accessible and Inclusive of Neurodiverse**

Council produces a lot of material for public consumption and is notorious for producing material which is flashy and glossy. As a neurodiverse person often material which is loaded with graphics, colours, geometric shapes and irrelevant photos of around the city can make understanding the document and the information contained within inaccessible due to sensory overload. In this instance, except for the geometric shapes on the cover which add no value to the purpose of the document, at least it is not loaded with multiple colour

Page 1 of 5

changes and pictures like other council publications. Council needs to seriously consider its legal obligations under the Disability Inclusion Act 2018 to ensure public information is accessible, and perhaps have a document production team trained in producing material which is accessible and inclusive.

#### 4. Duration of Plan

Your Strategic Plan is one of several Strategic Management Plans. The duration of 2024 – 2028 is questionable. Some would say 4 years is not strategic. Some would say your strategic plan has a lot of key actions but what of those are deliverable in the next 4 years. I would highlight that there is scheduled to be a council election in November 2026 two years into this plan. Does this mean a new council will then say “this is not our plan, we want a new one”? So effectively this plan is only relevant for 36 months or less. I would put forward a couple of options.

- a. You could extend this plan to 2030 to cover the current term (147<sup>th</sup> Council) plus the next Council term (148<sup>th</sup> Council) and provide a longer term of consistency. Especially for the stakeholders your plan proposes to work with as partners; and to also save Council resources from constantly rewriting the same documents. The Local Government Act still allows you to review a strategic management plan over the course of its life.
- b. Alternatively, do you need an end date at all? You could apply the same metrics you use for your other strategic management plans to your strategic plan. The City of Adelaide has had a strategic plan for over 20 years but completely rewrites it every 4 years. You do not do this to your asset management plans and long term financial management plan which are permanent documents with a ten year horizon which are updated annually to ensure they are always projecting ten years ahead, and they do not have an end date on them. Can your strategic plan apply these same metrics and then you can work on having your strategic management plans speaking to one another better.

Also please note the title page says 2024 -2028 and then page two talks about the aspirations over ten years – This confuses the reader on the timeframe of the plan.

#### 5. First Nations

First well done. Your current strategic plan makes no mention of reconciliation. However, regarding the draft (and comment should be sought from your Reconciliation Committee):

- a. It is the accepted protocol to have an “Acknowledge of Country”. Your draft plan has a “Kaurna Acknowledgement”. This is inconsistent with accepted protocols. Furthermore, you need to ensure your Acknowledgement is reflective of the City of Adelaide being the statutory South Australian Capital City to serve all South Australians and should recognise all first nations.  
Recommendation – change to Acknowledge of Country.
- b. While I have noted inconsistent wording of an Acknowledgement of Country among the City of Adelaide’s various publications, Council should revisit this statement. It current states “We recognise and respect their cultural heritage, beliefs and relationship with the **land**.” Acknowledging only ‘land’ is a cultural misrepresentation. If you truly wished to embed recognition of First Nation’s culture I would recommend amending the Acknowledgment to state either “...relationship to land, air and water” or “relationship to country”. The former is more reflective of first nations culture and consistent with several State Government institutions.  
Recommendation – change to “...relationship to land, air and water.”

Page 2 of 5

- c. Your publication includes an Acknowledgement in Kurna written language. Given First Nations had no written language this could be considered culturally insensitive and forcing First Nations into cultural assimilation to non-indigenous cultures. In the spirit of reconciliation, the Council should engage the Kurna to produce a painting reflecting their cultural connection to the City of Adelaide landscape which can be used in publications and promotions to compliment the Acknowledgement to Country. These actions would be more respectful of First Nations culture and contribute to embedding reconciliation into business as usual.

## 6. Procurement Action

Procurement is one of the best actions an organisation can use to support its business direction. However, despite the draft Strategic Plan's multiple objectives and key actions I cannot see one about ensuring your Procurement Policy aligns with your direction and ensures all purchasing is consistent with your Strategic Plan.

Currently all corporations in Australia over \$100m must (or any can voluntarily) have a modern slavery statement outlining how their procurement policy and supply chains are reviewed to ensure they do not support slavery. I would be disappointed to find out that the City of Adelaide's supply chain support governments like Myanmar, Russia, Israel, etc, or from a climate resilience perspective supports in their supply chain businesses who mine fossil fuels or cause environmental damage, or from a reconciliation perspective support in their supply chain businesses who detrimentally affect First Nations and our common heritage like damaging cultural sites.

Knowingly making purchases with public monies which are inconsistent with your values and strategic direction is self-defeating; and making purchase without understanding who you are providing public monies too is negligence. Can Council confidently say they are certain their supply chains are consistent with their values and strategic direction?

If your strategic plan changes every 4 years, it should be a standard action that you revise your procurement policy to ensure all purchases are consistent with and support delivery of your plan.

## 7. Water Security, Food Security and Energy Security in a Climate Resilient Age

The State's Public Health Plan among numerous other plans acknowledges climate change as the biggest public policy and public health issue of the next generations. Climate change also means the Adelaide of my childhood will never be an experience for my children. It also means that if you fail to address climate change as the most pressing public policy issue in Australia, trying to ensure Adelaide has a vibrant street culture will be undeliverable if the outside pavement is 55 degrees and the energy sector has shortages resulting in air-conditioning not working. Heat is and will continue to be the largest natural hazard killer of Australia's and people won't be interested in supporting cafes, **the reality is they will be dying.**

If you want to make Adelaide liveable and viable you must tackle food, water and energy security in a climate resilient age. I cannot say that your draft Strategic Plan puts climate resilience front and centre as a clear and present danger, as we are talking not about liveability but survival. The draft strategic plan:

- a. Makes no mention of the heritage listed city layout (only the parklands) which includes the grid street pattern. Streets were historically for pedestrians. A viable climate resilient city should return streets from cars to people, and then you can rip up the expanses of bitumen which make the city hotter and put in interlocking tree canopies which connect the parklands through the city both north south and east west, creating a biophilic city.
- b. Makes no mention of energy security – you could encourage localised energy security with neighbourhood batteries. If all new development is high rise apartments there is benefit in requiring each to have a floor dedicated to batter storage to stabilise the network.
- c. Makes no mention of food security – you could utilise the parklands and streetscapes as food productive landscapes.
- d. Makes no mention of water security - the State Government has a water security statement, not only can you more efficiently store and access stormwater, but you could also work with SAWater to treat, store and use the permanent supply of sewer water to make Adelaide streets and parklands an oasis.

## 8. Capital City Primacy

The draft Strategic Plan introduction acknowledge that the City of Adelaide is the geographic, civic, cultural and economic centre of metropolitan Adelaide and South Australia. However, the objectives and key actions are very local government centric in stopping at your boundary. The City of Adelaide is the statutory state capital of South Australia. There is no State Government Department dedicated to Adelaide's primacy so this falls entirely on the City of Adelaide to pursue – which was the intent of the City of Adelaide Act 1998.

In this instance I think the Strategic Plan would benefit from dedicated objectives and key actions (perhaps its own section) speaking to this matter and how metropolitan Adelaide should support the primacy of Adelaide. Be that higher density residential development in adjoining Councils on the outward side of the Parklands, better public transport to provide better connectivity between historically well connected inner urban areas and the City, etc. It would be great to see your strategic plan talk to this and not leave a policy position void.

## 9. Vision

The proposed vision is sufficiently in descript and subjective to question how will you measure you have or have not achieved it? Which then poses the question, if you can not why have it at all?

## 10. General comments

- Page 2 - Table of Contents – Mentions Principles, but there are none listed on page 2.
- Page 2 - Language – can be superfluous and tautological. i.e "...vision for the future", or "increased number of residents..." Just needs to say 'Vision' and 'increased residents'.
- Page 2 - Our Corporation - would be best to align with the six outcomes listed in the Our Corporation section as currently page 2 description does not mention Council's role in community planning, strategic planning and asset management.
- Page 7 – Consistent presentation of information – graphic mentions parklands in hectares and total city area in sqkm - to enable the reader to easily compare data it would be beneficial to use one metric.

- Page 9 – Our Role – this section lists a range of roles council undertakes, but it is hard to see how this is reflected in the document against the key actions you will undertake. It would be best to use the same language for line of site and continuity.
- Resources plan - Great move including a resourcing plan to try and provide some rigour in outlining the resourcing impacts of delivering the vision. This approach should be a requirement for all the strategies and action plans the City of Adelaide generates – each one should be required to indicate their resourcing impacts so Council can make an informed decision on whether they are deliverable.

I hope these comments are of value and I thank you for the opportunity to provide comment.

Nathan Sim

Cc  
City of Adelaide Access and Inclusion Advisory Panel  
City of Adelaide Reconciliation Committee

**Heather Nimmo Sun 19/11/2023**

**SUBJECT: Strategic Plan community consultation 2023 from Heather Nimmo**

Attn Nathan Sim

Coordinator, Strategic Planning

E: StrategicPlan@cityofadelaide.com.au

Dear Nathan,

Could you confirm receipt of this submission?

Best wishes,

Heather Nimmo



Nathan Sim  
Coordinator, Strategic Planning  
E: StrategicPlan@cityofadelaide.com.au

In this submission on the *City of Adelaide draft Strategic Plan 2024-2028*, I have chosen to look only at the section on the environment (p13):

There are three outcomes in the plan:

1. *Lead as a Low Carbon Emissions City,*
2. *Be a sustainable climate resilient city and embed climate resilience in all that we do.*
3. *Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value.*

Given time constraints and my experience in bush regeneration and revegetation, both as a long-term volunteer with *Bush for Life* in Park 17 and now, through tree-planting in Park 16 with *Green Pakapakanthi* (the 2024 GP 500 trees race), I have decided to address only outcome number 3. However, I support all three outcomes.

#### **Key Actions (No.3)**

1. *Continue the support for the Kadaltilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans*
2. *Enhance the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes*
3. *Protect and restore native habitat in our city*
4. *Work with partners to create innovative ways to create or convert underutilised areas to green space*
5. *Advocate for Park Lands development to be low impact*

#### **Indicator of Success/Measures/Targets of these 5 Key Actions.**

1. *An increase in biodiversity in the Park Lands*

#### **Supported, but this should:**

- **Include Kaurna practitioners, knowledge and practice (including annual cool burns of native grasses). It must not be tokenistic.**
- **set a specific, verifiable, target**
- **and that target needs to be bold.**

Increase in percentage (which can come off a low base) or actual numbers of plants? Increase in area covered (and how much is currently covered) or increase in number of plants? How to measure (and define) current biodiversity? How many plants? How many species? Endangered plant species? How does a warming climate influence plant choice? What is the timeline for the increase? How to balance roses and natives? And the target must include the cost of planting, watering and maintenance (money and staff), and this must be included in Council and State budgets.

2. *An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD*

Supported but see above. Why are there no trees in the Wakefield Street median strip? Why can't wider streets have median strips created for tree-planting (which will also slow traffic and make for a more child-friendly environment). Why can't some parking spaces be given over to trees?

3. *An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028*

Supported but see above. Percentages can increase dramatically from a very low base. The actual number of trees shows what we've got now and what we intend to get. Make the Council tree map readily available so that people can see where the gaps are, and what species are providing canopy. Involve volunteers, and especially children, in the growing, planting and caring for trees e.g. through the *One Child One Tree* project where the main goal is 'a social innovation that is aimed at tackling the combined climate and biodiversity crises and promoting social harmony.'

4. *An increase in the amount of green spaces*

Supported but given that so much of our Park Lands (especially the eastern Park Lands) is fenced off for events (and this should be resisted by Council, especially regarding the two car race events' extended occupation), we need to think where else we can create green spaces. Such as reclaiming space from roads through creating median strips and removing some parking spaces where there is plenty of nearby off-street parking, and removing paving in public spaces, where possible, to create pocket parks.

5. *Achieve world heritage listing of our Park Lands and protect their national heritage listing status*

Supported but how will it be achieved? And why not State Heritage, which could be achieved almost overnight (there have been years of reports/assessments etc and delaying tactics) if the current State government wished it to happen. See below.

6. *No net loss of Park Lands*

Supported but given the actions of State governments, who see the Park Lands as 'free land' for their pet projects, it will be difficult to stop this without legislation by State governments to provide proper protection for the Park Lands from State governments. Is this likely to happen? Only if they see votes in it. Therefore, as has been the case for years, citizens must come together to protect the Park Lands from politicians (and their developer friends). Join the Adelaide Park Lands Association.

7. *Review and update the Integrated Biodiversity Management Plan 2018-2023*

Supported. This is essential and should be informed by Kurna knowledge and practices (see above).

I hope the Strategic Plan results in fully funded Action Plans (of bold but achievable goals) rather than unfunded Master Plans, destined to join those gathering dust on Council shelves.

Yours sincerely,

Heather Nimmo 19 November 2023

**Aaron Schroeder Sun 19/11/2023**

**SUBJECT: City of Burnside Submission - Draft City of Adelaide Strategic Plan 2024 2028**

Dear Mr Nathan Sim,

Please find attached a submission on the draft City of Adelaide Strategic Plan 2024-2028 from Mr Barry Cant, Director Environment and Place, on behalf of the City of Burnside.

Please do not hesitate to contact me should you have any questions regarding this submission.

Regards,



**Aaron Schroeder** | Strategic Projects & Planning Manager  
City of Burnside

[www.burnside.sa.gov.a](http://www.burnside.sa.gov.a)

19 November 2023

Nathan Sim, Coordinator Strategy Planning

[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

**Subject: Draft City of Adelaide Strategic Plan 2024-2028**

Dear Mr Nathan Sim,

The City of Burnside is grateful for the opportunity to provide feedback on the draft *City of Adelaide Strategic Plan 2024-2028*. The growth of Adelaide's CBD and the use and sustainability of the Park Lands are of interest to all South Australians, especially residents of neighbouring councils such as the City of Burnside.

The *Burnside City Master Plan – Connecting People to Places* provides a strategic approach to managing population growth, development and transport in Burnside. It sets out where the City of Burnside will accommodate population growth in a planned, sustainable way, while preserving our urban character, tree canopy and streetscapes. The *Burnside City Master Plan* also guides Council in meeting future infrastructure needs and tackling transport planning in a coordinated way. As such, the *Burnside City Master Plan* identifies various goals that are relevant to the *City of Adelaide Strategic Plan*.

The *Burnside City Master Plan* highlights the need for more convenient and direct public transport routes, particularly into the CBD. In addition to the obvious benefits to Burnside residents, such as easing congestion and 'rat-running', improved bus services would encourage more workers, shoppers and visitors back into the CBD, contributing to the City of Adelaide's economic growth objective. The City of Burnside would welcome initiatives to partner with the City of Adelaide and the State Government to improve public transport patronage.

Similarly, the *Burnside City Master Plan* identifies priority cycling routes throughout our city, including connections with the Park Lands and the CBD. Again, working together with the City of Burnside on these connections would increase the number of people visiting Adelaide.

The City of Burnside welcomes the *City of Adelaide Strategic Plan* targets to increase the number of people living in the city. While the *Burnside City Master Plan* identifies specific areas for population growth, it also balances this with increased protections in other areas aimed at preserving and enhancing Burnside's existing urban character and tree canopy. Encouraging more people to live within the City of Adelaide will help ease pressure for unsustainable growth within Burnside.

The *Burnside City Master Plan* targets residential growth in key corridors, including Fullarton Road and Greenhill Road. Accordingly and as per the City of Burnside's submission to the *Adelaide Park Lands Management Strategy* review last year, we would welcome opportunities to work with the City of Adelaide to facilitate better pedestrian and cycling connections for Burnside residents to the eastern Park Lands. Similarly, there may be opportunities for our councils to work together to ensure adequate car parking around this corner of the city to prevent overflow in Burnside residential streets.

A common theme in all these suggestions is improved connectivity to the CBD and Park Lands for residents living in neighbouring suburbs and as described this would achieve mutual benefits for both the City of Adelaide and surrounding council areas. As such, we respectfully request your consideration of a key action around this theme for inclusion in the *City of Adelaide Strategic Plan*.

Likewise, with planned increased residential growth along the western fringes of the City of Burnside, open space and associated infrastructure within the eastern Park Lands for both active and passive recreation will become increasingly important over time. Again, there are mutual strategic benefits for the City of Adelaide from this "fringe" residential growth and this could be a key consideration for the review of the *Active City Strategy* envisaged within the draft *City of Adelaide Strategic Plan*.

Lastly, the City of Burnside applauds the inclusion of aspirational targets for tree canopy increase within the *City of Adelaide Strategic Plan*, and also supports the other key actions proposed in relation to environmental sustainability. A possible additional indicator of success under the outcome to "*Lead as a Low Carbon Emissions City*" could be a targeted increase in active transport (walking / cycling) and public transport into and throughout the city. This would also provide direction for some of the other suggestions provided in this submission.

Thank you again for the opportunity to provide feedback on the draft *City of Adelaide Strategic Plan 2024-2028*. If you wish to discuss anything in this submission, please contact Aaron Schroeder, Strategic Projects and Planning Manager on 83664125 or via e-mail, [ASchroeder@burnside.sa.gov.au](mailto:ASchroeder@burnside.sa.gov.au).

Yours sincerely,



**Barry Cant**

Director Environment and Place

**Liam Golding Mon 20/11/2023**

**SUBJECT: UDIA Strategic Plan 2024-28**

Dear Strategic Plan Team,

Please find attached letter to the Lord Mayor representing the UDIA's submission to the Draft Strategic Plan consultation.

More than happy to discuss further as needed.

Kind regards

Liam

**Liam Golding**

Chief Executive

**Urban Development Institute of Australia (SA)**

w [www.udiasa.com.au](http://www.udiasa.com.au)



The Right Honourable  
The Lord Mayor of Adelaide  
Dr Jane Lomax-Smith AM  
City of Adelaide  
GPO Box 2252  
ADELAIDE SA 50001

20<sup>th</sup> November 2023

Dear Lord Mayor,

Thank you for the opportunity to comment of the City of Adelaide Draft Strategic Plan 2024-2028 (the Draft Plan). The Draft Plan is an important document that seeks to chart a course for the city for the coming four years that will underpin the continued evolution of our city to ten-year vision targets and beyond.

The Draft Plan is being developed at a time when the city, state and the nation is in the midst of a Housing Affordability Crisis. The solution to the crisis is widely accepted; it is to increase the supply of housing. As such, we have an acute and urgent need for the provision of all forms of housing. The vast majority of the housing that will be built to respond to this crisis will be delivered by the private sector.

In this context, it is noted and welcomed that the Draft Plan notes up front the need to consider quality housing for the expected 50,000 residents that will call our city home in the near future. This population target matches that set in the Greater Adelaide Regional Plan Discussion Paper (GARP Discussion Paper) which is expected to be achieved within 20 years. With the GARP Discussion Paper process currently underway and there should be capacity to continue to match the Draft Plan to the finalised GARP targets for CBD population.

Furthermore, it is noted that the City of Adelaide *Our Adelaide, Our Future: City Plan Adelaide 2036* is currently progressing through its project timeline with public consultation anticipated early next year. Once again, alignment of the Strategic Plan with other State and Local Government plans will be important to ensure the needed consistency of policy direction to allow the development sector to pursue the needed investment with confidence.

Within the UDIA's submission to the GARP Discussion Paper, we had the following to say in relation to the State Government's statements regarding population growth in the CBD:

*Central Business District Population Targets*

The projected population targets for the CBD are bold and will need progressive and forward-thinking initiatives to be realised. A bigger capital city can further the revitalisation of the heart of the Greater Adelaide region and is a necessary step to drive Adelaide as a global city and a great place to live and work. The ambition for a more densely populated city centre and the many benefits this additional population can bring to the city itself as well as the broader metropolitan area is supported.

Indeed, the State Government's data quotes over 25,000 people now living in the City of Adelaide with 4,500 more people living in the city compared to 10 years ago. Doubling the population by 2036 years will be a significant challenge but is a target the UDIA applauds.

As such, the UDIA would recommend embracing the creation of an authorising environment that is conducive to development and that will support significant population growth within the City of Adelaide. Indeed, the scale of the challenge calls for more the capacity to flex up the provisions supportive of population growth the Strategic Plan in the situation where early tracking shows growth to be happening too slowly.

The UDIA calls on the City to be ambitious in identifying precincts and sites that can support population growth and greater density. All locations adjacent the Parklands represent opportunities to support greater density and to leverage the opportunities provided by the adjacent open space. The 760 hectares of National Heritage-listed Parklands represents one of the strongest assets the City has to support population growth. We should be ensuring all the Parklands are green usable open space supporting the green infrastructure targets described in the Draft Plan. This will help deliver a community that is adaptive and resilient to climate change while also facilitating the needed additional housing.

The UDIA also notes the desire of the City to see Adelaide as a diverse collection of unique or distinctive neighbourhoods and precincts. While this is a fine goal, the primary objective of the city should be growth to reach the fundamental population targets. This growth should be achieved by projects that represent quality development where the priorities of excellent design and construction standards are first and foremost. Ensuring excellent development outcomes are delivered on developments will bring in the population and vibrancy so desired. It would be counterproductive to knock back developments because they don't fit with a dictated precinct plan attempting to engineer an outcome instead of allowing vibrancy to develop organically through projects that demonstrate the highest standards of design and delivery.

Finally, the UDIA recognises the existing portfolio of assets held by the City of Adelaide. Where the Council aims to create and drive new opportunities for its community via diverse commercial activities, we strongly encourage Council to recognise the capacity of the private sector to deliver on these goals. Review of the Strategic Property Action Plan can identify sites and assets that can be developed to better deliver on the strategic goals of the city. We encourage the Council to embrace the private development sector's energy and capacity to innovate and deliver.



The Draft Plan shows a welcome vision for the City of Adelaide. Growing to a population of 50,000 by 2036 is the key goal as it will underpin so much else envisaged in the Draft Plan. Population growth will deliver significant economic, social, and cultural opportunities that can solidify Adelaide's place as one of the world's most liveable cities.

Yours sincerely



Liam Golding  
CHIEF EXECUTIVE

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**Penelope Bennett Mon 20/11/2023**

**SUBJECT: Feedback: City of Adelaide's draft Strategic Plan 2024 - 2028**

Dear Strategic Plan team,

Thank you for the opportunity to provide feedback on the draft Strategic Plan 2024-2028. While there are many positive statements, I am quite concerned about the lack of clarity and commitment towards 'bold' change for transport and street outcomes, and the critical links between transport and climate and sustainability and more equitable outcomes. At the moment, to be frank, nobody is accountable for mode shift or the number of people being killed or injured on our streets (or other health outcomes related to the impacts of motorised vehicle use); delivering infrastructure (spend) is reported on but not the human outcomes, and we all know, "What gets measured, gets managed."

In comparison, other cities are discussing significant change and setting targets for streets and transport, including for different groups (eg children). For example, City of Sydney:

- sets specific targets to measure progress for active and public transport use, and also for accessibility ("By 2030 every resident will be around a 10-minute walk to what they need for daily life").
- talks to responding to the climate emergency with transformative change, including for transport. City of Sydney has 10 strategic direction, including 3. Public places for all, 5. **A city of walking, cycling and public transport**, and 6. An equitable and inclusive city.

The recent 2023 Benchmarking Adelaide Report compared Adelaide to other similar cities in terms of size, lifestyle and endowment. While Adelaide performed strongly in many areas, it was noted that Adelaide is behind comparable peers in terms of the efficiency of its transport services, with longer public transport commute times and poor cycling infrastructure:

- Car use is higher compared to similar cities.
- Adelaide ranks last among its peers for the quality of its cycle network, which reduces accessibility to people, jobs, education and shopping, and uptake of cycling has been slow compared to peers.
- Shared micromobility uptake is relatively limited, and currently there are shared e-scooters but no cycle-share scheme in operation.
- Adelaide was the only peer city where time lost to traffic congestion increased since 2019 (a 16% increase in hours lost compared to a 27% improvement among 14 peers).

We cannot continue with the false idea about 'balanced outcomes' and 'choice' when we have entrenched and inequitable imbalance towards car dominance, and when the research and other cities are setting out a clear hierarchy of transport modes. We need a city with efficient, people-focussed streets with fewer cars and more space for connected, green active transport routes (and spaces to enjoy life) and for prioritised public transport.

Please consider the following revisions/additions/deletions to better align with what other cities are doing, and to be 'bold' and effective in achieving desired outcomes [with rationale]:

### Under **Our Environment**

Outcome: Lead as a Low Carbon Emissions City

Key actions: Design the transport network to prioritise active and public transport and support. *[Why? Increasing the level of active travel, especially cycling, is key to achieving decarbonisation of the transport network, as well as other desired outcomes for emissions, sustainability and liveability.]*

Indicator of Success/Measures/Targets

Outcome: Be a sustainable climate resilient city and embed climate resilience in all that we do

Key Actions: Increase tree canopy cover on paths, and cycle routes on streets. *[Why? Shade for walking and shade for cycling are two of the 19 scoring metrics for Healthy Streets. Trees make streets more attractive and comfortable for walking/wheeling and cycling, especially when we expect rising temperatures.]*

Indicator of Success/Measures/Targets Upgrade and renewal of paths and streets to target minimum 75% linear coverage of walking space and at least 50% linear coverage of cycling space. *[These align with the targets for a score of "2" on a scale of 0-3 for the Healthy Streets Metrics. Current tree canopy cover targets in the draft plan are under green spaces and Park Lands and do not seem to capture the important synergies between trees and active travel.]*

### **Our Places interesting, purposeful and safe**

Outcome Our community assets are adaptable, accessible and responsibly maintained, to deliver healthier streets and places. [Please be explicit about the need for us to be responsible for making decisions about our built environment that are human-centred and embed public health in transport, public realm and planning. As City of Sydney and others are doing, please also spell out the need to create places for all: accessible.]

Key actions: ~~Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities.~~ [This statement is contradictory and goes against the position and actions that other cities are taking, and the weight of evidence that we **must actively reduce car use** (please see some literature below). The transport team and CoA as an organisation cannot deliver on interlinked climate, accessibility and sustainable, active transport and public transport outcomes with such a statement.

While *some* people need to drive or be driven, the proposition that it should be easy to drive into a city is

inappropriate. Please revise it to something as follows.] Create a transport network to enable more people to walk/wheel, cycle and use public transport, with Healthy Streets: streets that are safe, welcoming and joyful places for everyone to walk/wheel, cycle and spend time engaging with other people.

#### Indicator of Success/Measures/Targets

Double the number of children walking/wheeling and cycling to school by 2030.

Triple the number of city workers cycling to work, and double the number of local residents walking/wheeling to work by 2030.

No fatalities from road crashes and a reduction in serious injuries by at least 30% by 2031 (baseline 2018-2020 3 year average).

[We need to be clear and accountable about mode shift (and be more inclusive in measures – not just focus on journey to work) and reducing the number of people dying and suffering from serious injuries. The safety targets proposed have alignment with the SA Road Safety Strategy: by 2050 zero lives lost and by 2031 50% reduction in lives lost and 30% reduction in serious injuries; within CoA we have road environments that should be less likely to result in deaths compared to country/higher speed roads, so zero deaths is reasonable and achievable, as are reductions in serious injuries.]

#### References:

Kuss, P. & Nicholas, K.A. (2022) *A dozen effective interventions to reduce car use in European cities: Lessons learned from a meta-analysis and transition management*. Case studies on Transport Policy <https://doi.org/10.1016/j.cstp.2022.02.001>

Piatkowski, D. P., Marshall, W. E., & Krizek, K. J. (2019). *Carrots versus Sticks: Assessing Intervention Effectiveness and Implementation Challenges for Active Transport*. Journal of Planning Education and Research, 39(1), 50-64. <https://doi.org/10.1177/0739456X17715306>

Rasmussen et al (2022) *Carrot or Stick? - Traffic Policy Instruments to Influence Sustainable Transport Behaviour*. Danish Journal of Transportation Research [10.5278/ojs.djtr.v4i.6659](https://doi.org/10.5278/ojs.djtr.v4i.6659)

Xiao et al (2022) *Shifting towards healthier transport: carrots or sticks? Systematic review and meta-analysis of population-level interventions* The Lancet Planetary Health, 6(11) [https://doi.org/10.1016/S2542-5196\(22\)00220-0](https://doi.org/10.1016/S2542-5196(22)00220-0)

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### **THE FOLLOWING FEEDBACK WAS RECEIVED AT A DROP IN SESSION VERBALLY AND SUMMARISED BY STAFF. THE CUSTOMER REQUESTED THAT THEIR DETAILS BE PROVIDED**

**Kathleen Patitsas Thu 16/11/2023**

#### **Our Environment**

It's important that we green the side of the buildings and focus on Urban Greening Strategies. To encourage greening initiatives, incentive should be given to developers to encourage them to ensure greening has been incorporated into the sides of buildings. New residents facing north are absolutely roasting and haven't been properly considered. If we could think of ways in which we could continue to improve and include greening on the sides of the buildings, this could help with lowering the temperature of the whole city. Imagine how much cooler everything would be if we increase the

greening. We should be looking at what our biodiversity baseline is and what we could do to bring it back. What changes have there been since 2003 and when are we getting another biodiversity study? The whole of nature deserves to be respected. When we're looking at and thinking about biodiversity, we're also protecting our future. We should have a poster to see the key biodiversity areas in the City of Adelaide as a resource for everyone in the community to see.

### **Our Community**

It would be nice if we had a different form of interaction in community centres. It would be beneficial to have someone from a different cultural background each week. The multicultural festival is great, but it's only a one off. Nexus would be a great place to start with this initiative, but you could also take it to the streets. Another community development initiative could be talks about family heritage. Family heritage is where we gain our pride for multiculturalism. Having guest speakers talk to our community from different backgrounds would benefit the community immensely. Libraries are one of the most sustainable beautiful features of this city. We lost our Grote Street library and there are no libraries on this side of town. It makes us feel like we're the overlooked side. Libraries play a crucial part in our society and assist with community development.

### **Our Economy**

I don't think we need a growth economy, it should be primarily sustainable. It shouldn't be too expensive, it should be sustainable and focused on a circular economy.

### **Our Places**

This should be a city archive where the history and information from our community can be stored and celebrated. Currently there isn't any available that where place where information from the community can be included. It would be great to have a place where you can celebrate the community with a little archive as well. City of Adelaide currently doesn't have a historian or archaeologist at council. They should be an archaeologist who can provide services for the city of Adelaide. Before creating the skate park this should have been an archaeologist dig and we should be able to call on these services when they are required. It would be great to have one day a year when we open up the old buildings in the city for the community to explore. This could be managed with the booking system and would showcase the history of our areas. Having open days would build a sense of community in the City of Adelaide

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**ANONYMOUS Tue 14/11/2023**

**SUBJECT: 2024-2028 Strategic plan - feedback**

Dear Sir/Madam,

having read the draft Strategic Plan 2024 to 2028 with great interest, I wanted to comment on two points of note:

page 11 - first Outcome - supporting increased residential growth. While I understand the thinking behind this objective, an increase in the residential population, and therefore the number of residential buildings in the city, needs to be checked against rigorous planning controls, with a proper balance between the interests of developers on the one hand, and those of local residents on the other, to avoid

sub-standard development (over- size buildings, over- dense building complexes, incongruous design features etc), allowing, in all cases, proper consideration of any relevant heritage factors.

page 12 - last Outcome - protect and strengthen the integrity and value of the Park Lands and other green spaces. There often seems to be a view that the only parts of the Park Lands that matter are those used for sports and other recreational activities, along with the various formal gardens and landscaped areas, while the more natural areas (the olive groves, the areas of scrub-land and bush) are sometimes referred to as "unused", "dusty", "unloved" and "rarely visited" (often by those supporting development). Many locals really value these more natural areas of the Park Lands and marvel that they exist so close to the CBD. The suggestion that they aren't appreciated is simply wrong. I'd suggest that the last Outcome also refer to the objective of maintaining the diverse characteristics of different sections of the Park Lands, such that the balance between more natural areas, areas used for sports and recreation, and landscaped areas and formal gardens, is maintained.

Yours sincerely,

Adelaide 5000

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**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Jo O'Callaghan Mon 20/11/2023**

**SUBJECT: RE: City of Adelaide draft strategic plan**

Thanks Adam,

See attached, happy to discuss anything further through the consultation period.

Jo + Fringe team,

Ngaityalya, Thank you,

**Jo O'Callaghan**

Executive Director Programs and Development

She/Her

***Respectfully operating on Kurna Land***



Attention: City of Adelaide

Monday November 20<sup>th</sup> 2023

**RE: Feedback on the Draft Strategic Plan 24 -28**

Adelaide Fringe is a world-renowned, annual arts festival that celebrates culture, place and artists from across the globe. With more than 60 years of heritage, Fringe's innovative and inclusive approach as an open-access arts festival has made it a hub for emerging talent, as well as a destination for established artists from around the world. The Adelaide Fringe has a huge cultural impact on the state of South Australia. It celebrates diversity and encourages social cohesion through cultural exchange, bringing people together and providing a platform for artists to share their unique perspectives with a global audience. 1 in 2 South Australians are estimated to have attended a Fringe event in 2023, with 4.5 million attendances across the Festival.

There are many elements of the *Draft Strategic Plan 24 -28* we support, and we see growth in the CBD to 50,000 residents an exciting opportunity for Adelaide's future. Adelaide Fringe is an essential part of the fabric of building vibrant and connected communities and we hope to continue to collaborate with the City of Adelaide in building an inclusive and engaging festival, for locals and tourists alike. We are specifically interested in how major events, activations and arts and culture are factored into the plan's place making strategies, and the infrastructure and capital budgets allocated for arts and cultural spaces across the 4 years of the plan. We recommend budgeting for public infrastructure for arts and cultural activities as part of this plan, especially around the creation of new main streets and expansion of neighbourhoods. It is also essential to consider how urban design interacts with temporary events, road closures and active transport engagement within communities, rather than prioritising cars and car parks.

Some key considerations in response to the paper are;

**Our Community:**

- Aboriginal and Torres Strait Islander leadership within the plans development and implementation is essential, especially in recognition of the connection to cultural heritage and country.
- Wellbeing and making Adelaide a comfortable place to live is a great outcome. We commend this as a priority in the hope that delivery of permanent infrastructure to enable many venues and facilities to become more accessible (eg with ramps and lifts) would be a great outcome.
- Sponsorship of events and festivals like Fringe is essential to our operation but should be in line with the impact we deliver to the City and we recommend an increase in the allocation of Funding and grants for arts culture and events in the CBD.
- Fringe is keen to work with council administration to run information sessions to local city residents through the precinct coordinators about what's on and will have specific

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461

# \* ADELAIDE \* FRINGE \*

campaigns for this in collaboration with council. We encourage the place making teams and precinct group funding as an essential part of the strategy.

- Fringe urgently request the council to play a role in getting the West End activated during Fringe. There is a lot of Fringe activity in the west, but it needs to be brought together and the dots joined. We want to play a part in bringing together businesses in the west with venues, council, government to get Fringe activity thriving in the West. Council led activities like East End Unleashed also need to happen in the West.

## Our Environment:

- Consider mandating minimum requirements of allocated space for cultural infrastructure within developments. Noting that these spaces need support not just in infrastructure but ongoing maintenance and activation budgets. Many examples exist across Australia mandating a 1% spend on public art in any new developments over \$2million. How could a similar requirement be implemented not only on public art but also the activation of theatres, galleries and live music hubs. IUT is clear that green space is a priority of Council because of its benefit to residents and visitors alike but Arts and cultural spaces should also be considered in this was as a requirement to a liveable city.
- Supporting spaces that already exist to continue when regenerating neighbourhoods is essential, the displacement and subsequent closure of arts and cultural spaces such as the Bakehouse Theatre operating for decades in the CBD until last year, has had a significant impact on community and our festival offering. We can't let the market dictate what the development of arts and cultural spaces look like, as often these spaces are not commercially viable. It is important to acknowledge that these spaces improve quality of life, creating community connections, reducing isolation and have a big impact on health and wellbeing in the community.
- Developments need to make it easier for operators to run arts and cultural spaces, and the easiest way to do this would be to implement free or highly subsidised rental spaces within community – the business models of many creative spaces can't be measured on commercial success and often these operators can't afford to pay commercial rent. A requirement or of subsidy for (similar to how we regulate green space) within a community is needed.

## Our Places:

- We would like to highlight the ongoing need for flexible environments where road closures and activations in green space are regular and welcomed occurrences, and where communities are built to expand and contract in this way, and that this use of the park lands is seen as a benefit to residents not a hindrance.
- Accessible infrastructure, including car parks, toilets, and accessible venues/ shop fronts etc need to be priorities and communicated clearly to residents and visitors alike
- Infrastructure upgrades for events and community activities in the park lands and civic spaces need to remain a priority, with Light Square at the top of the list needing more than

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

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the current power upgrade allocated, toilets, lighting and footpath are just some of the recommendations we have formerly communicated.

#### Our Corporation:

- Finding alternative business modelling to support commercial investors who run events in the CBD rather than charge high park hire fees is an essential part of a forward thinking city plan. This should be looked into with longevity of commercial investment and activity in mind, and recognition that interstate competitors area actively financially incentivising these types of activities should be noted. The reduction of the park land hire fees for the 2023 2024 FY budget is a great start but there is more to be done to incentivise activities, cultural offerings and events that bring millions of people and huge economic return to the city.
- Council administration and AEDA often cite the criteria that event grants are prioritised if they happen between April and January. This specifically excludes Fringe activities. The entrepreneurs in Fringe time need the assistance of council/AEDA grants to offset costs too. The Fringe ecosystem is made up of thousands of entrepreneurs who take enormous risks to deliver the Fringe. They cannot continue to do this with no support. Costs are going up and the scenario is precarious. Fringe operators with great track records need to be able to access those events funds when we have a track record of delivering extraordinary benefits and long-term success. We don't think there is full understanding of how precarious the budgets are for all these entrepreneurial event presenters, venues and hub organisers in Fringe time. We want this golden time to continue for the city, and for events and activations to be prioritised within the new strategic Plan 24 - 28.
- Transparency is needed on who is assessing the AEDA grants, who is recommending, who is making the final decisions. Please publish the outcomes of the funding decisions.

#### Our Economy:

- Understanding that Festivals are an essential and necessary part of the tourism economy and collaboration on growth targets for tourists is key
- Adelaide Fringe delivered 10,000 direct and indirect jobs to the state of South Australia in 2023, as just one of many stakeholders delivering high employment opportunities in the CBD it's important to include arts and cultural engagement and opportunities in jobs and economic growth conversations.
- The Adelaide Fringe receives \$300k in event sponsorship from the City of Adelaide/AEDA. The annual spend from council on events/festivals is around \$5 million per year. This means the Fringe gets roughly 6% of the annual spend on events/festivals. The Fringe delivers around 40% of the annual CBD outcomes from festivals/events including the number of visitors into the city attending events, the vibrancy etc but only 6% of the annual event funds are awarded from Council to Fringe. This unbalance needs to be addressed, so that venue hubs and entrepreneurs in the Fringe landscape are supported to continue year on year.
- We recommend that the council and AEDA set their funding for events in a way that is transparent and commensurate to the scale and depth of what the event delivers. Can the

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461



# \* ADELAIDE \* FRINGE \*

council please set up an assessment framework and reporting template that includes economic impact, social impact, jobs created, visitor nights, return on investment for the council/AEDA in terms of economic activity per dollar invested and also number of people attracted per dollar invested and social impact per dollar invented – this would mean it can be easily assessed if events are disproportionately funded or not and would reduce the amount of assumptions made.

- Fringe continually battles a set of negative messages about how much money Fringe “already gets” from Council – in reality Fringe activity is underfunded given scale of the activity and the return. We would appreciate Council addressing this – we suggest it is done by awarding grants to Fringe venues across the city to make their activity viable. This funding would also support other Festivals all year within the strategy.
- The Council earns (approx.) \$1million a year from Fringe-related activity from items such as park fees, banner advertising, car park space hires, street closure fees etc, that means the council award \$300k out in sponsorship and then get back (in direct hire income) \$1 million.
- On top of this direct income, Fringe also delivers 72,500 hotel bed nights to the City of Adelaide and \$58.7 million in expenditure generated in the City of Adelaide – again it needs looking after. Fringe currently gives the council an ROI of \$200 to \$1 - it is not sustainable.
- We regularly hear statements (from within Council admin) that festivals utilising the parklands mean the parklands are not available for the public. This may be a valid point for the festivals where the public need to pay a very high ticket price to enter the fence of their festival but in the case of Fringe, the entry is free; hundreds of thousands of members of the public are in the parklands during Fringe – for free – so in fact during Fringe the parklands are as accessible for public than any other time of year.
- We seek collaboration as a stakeholder and hope the strategic plan can focus in this area. It is frustrating that council run events that leverage the success and brand of Adelaide Fringe without actually collaborating eg. Mall Fest in Rundle Mall that used Fringe artists and had pink branding but zero collaboration.

Ngaityalya, Thank you,

Adelaide Fringe,

P 08 8100 2000

E [buzz@adelaidefringe.com.au](mailto:buzz@adelaidefringe.com.au)

136 Frome St, Adelaide SA 5000 | *Respectfully operating on Kaurna Land*

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

[buzz@adelaidefringe.com.au](mailto:buzz@adelaidefringe.com.au) [adelaidefringe.com.au](http://adelaidefringe.com.au)

Principal Partner

**bankSA**



ABN 71 660 859 461

**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**The North Adelaide Society Inc. Mon 20/11/2023**

**SUBJECT: Re: Consultation - Strategic Plan 2024-28**

Clare Mockler

Chief Executive Officer

20 November 2023

Corporation of the City of Adelaide

Attention: Nathan Sim, Coordinator, Strategic Planning

By email only: [StrategicPlan@cityofadelaide.com.au](mailto:StrategicPlan@cityofadelaide.com.au)

Dear Clare (and Nathan)

Consultation – Draft Strategic Plan 2024-28 – Feedback

I note that consultation formally closed at 9am this morning and that you have kindly granted an extension of time, which I have foreshortened to not impede your internal processes.

Please accept the attached letter and its attachment as the consultation commentary and feedback of The North Adelaide Society Inc. in relation to the above matter.

Yours sincerely,

Elbert

(for TNAS)



THE NORTH ADELAIDE SOCIETY Inc.

POST OFFICE BOX 60, NORTH ADELAIDE, SOUTH AUSTRALIA 5006

email is the preferred mode of correspondence

20 November 2023

Clare Mockler

Chief Executive Officer

Corporation of the City of Adelaide

Attention: Nathan Sim, Coordinator, Strategic Planning

By email only: StrategicPlan@cityofadelaide.com.au

Dear Clare (and Nathan)

### Consultation – Draft Strategic Plan 2024-28 – Feedback

Please accept this letter and *attachment* as the consultation commentary and feedback of The North Adelaide Society Inc. (TNAS) (membership: >200) in relation to the above matter.

It is intended to necessarily confine commentary to the terms of the draft strategic plan (the **draft**). In so doing, TNAS notes that the Corporation (CoA) and City Council (ACC) are subject to legislative obligations under the *City of Adelaide Act* (ss. 29 & 30) and *Local Government Act* (ss. 8 & 131) about the performance of roles and functions and the development of “*plans (which may take various forms) for the management of its area, to be called collectively the strategic management plans*”.

TNAS is not able to address all the content and nuances of the draft and hopes that in deliberations about the draft, the CoA and ACC will keep foremost in mind:

1. The diversity of the “*City of Adelaide community*” and precincts within the area of the City of Adelaide;
2. That people, the environment, and the experiences of people living, working, visiting, or doing business or commerce, are what make a city and its environs;
3. That ‘one size does not fit all’; the character and liveability of residential localities ought not be subjugated to the commercial, economic, or cultural/entertainment pursuits within or contiguous with the city centre (i.e. CBD), including those of the CoA (and ACC) in its own commercial or economic pursuits (e.g., as owner of land at 62-100 O’Connell Street; or in accepting private commercial risk);
4. The strategic plan should focus on discharging statutory and regulatory roles; and supporting the public and the public interest in the future of the City of Adelaide and community.
5. To avoid any perceived or actual conflict of interest or ethical risk, the strategic plan ought not conflate or confuse statutory, regulatory and public roles with the ‘private’ or ‘commercial’ interests of the CoA as an owner of private land (i.e., land not in the public domain) or operator of a commercial enterprise in a manner does not clearly differentiate those roles or interests.

Thank you for your consideration (and brief time extension).

Your sincerely,

*The North Adelaide Society Inc. (est. 1970)*

Contact:

Elbert Brooks, Chairperson

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## CONSULTATION – COMMENTS – FEEDBACK

### About: Draft Strategic Plan 2024-2028

*Project Information (source: <https://yoursay.cityofadelaide.com.au/draft-strategic-plan-2024-2028>)*

*Help us shape the future of the City of Adelaide! Shaping the future of the city requires bold thinking and long-term planning. The City of Adelaide has drafted a plan that sets our vision, aspirations, objectives and key actions over the next four years.*

*The City of Adelaide draft Strategic Plan 2024-2028 is our roadmap for the future, both as a capital city and a local government. It outlines what we want to achieve, the steps we need to take, and the direction we are heading. The vision for the city is focussed through five aspirations. These aspirations have been developed through collaboration with Council Members and informed by insights from community discussions, research, and feedback on what is important to you. Gathering your feedback on the City of Adelaide draft Strategic Plan 2024-2028 is the first of several phases where we will invite the community to provide feedback on key strategic documents. Over the next 12 months, we will continue to build on what we hear and have conversations about the future of the city through the City Plan and other key policies and strategies. We want to hear your feedback on the draft Strategic Plan.*

*Do you agree with the draft Strategic Plan? Did we get it right? What have we missed?*

*You can provide feedback.*

## INTRODUCTION

1. The North Adelaide Society Inc. (TNAS) hopes that in your deliberations, the Corporation (CoA) and City Council (ACC)<sup>1</sup> will keep foremost in mind:
  - 1.1. The diversity of the “City of Adelaide community”<sup>2</sup> and precincts within the area of the City of Adelaide;<sup>3</sup>
  - 1.2. That people, the environment, and the experiences of people living, working, visiting, or doing business or commerce, are what make a city and its environs;
  - 1.3. That ‘one size does not fit all’; the character and liveability of residential localities ought not be subjugated to the commercial, economic, or cultural/entertainment pursuits within or contiguous with the city centre (i.e. CBD), including those of the CoA (and ACC) in its own commercial or economic pursuits (e.g., as owner of land at 62-100 O’Connell Street; or in accepting private commercial risk);
  - 1.4. The strategic plan should focus on discharging statutory and regulatory roles; and supporting the public and public interest in the future of the City of Adelaide.
  - 1.5. To avoid any perceived or actual conflict of interest or ethical risk, the strategic plan ought not conflate or confuse statutory, regulatory and public roles with the ‘private’ or ‘commercial’ interests of the CoA as an owner of private land (i.e., land not in the public domain) or operator of a commercial enterprise in a manner does not clearly differentiate those roles or interests.
2. TNAS is not able to address all the content and nuances of the draft.

<sup>1</sup> “Adelaide City Council or the Council means The Corporation of the City of Adelaide”, s 4, City of Adelaide Act 1998. However, for convenience, in this consultation feedback, CoA can be taken to refer to the administrative arm and ACC to the elected arm of The Corporation of the City of Adelaide, unless the context indicates otherwise.

<sup>2</sup> “City of Adelaide community includes all people who live, work, study or conduct business in, or who visit, use or enjoy the services, facilities and public places of, the City of Adelaide”, s 4, City of Adelaide Act 1998

<sup>3</sup> “City of Adelaide means the area of the Adelaide City Council”, s 4, City of Adelaide Act 1998

## COMMENTS & FEEDBACK<sup>4</sup>

3. The City of Adelaide and Adelaide as a Capital City, is generally enhanced by its **long-standing strategic support** for a city of 'human scale'<sup>5</sup> with 'humanistic' approaches proportionate to the context of, and linkages between, its various and diverse neighbourhoods, precincts, localities, and communities.<sup>6</sup>
4. The city and its variously diverse localities, exist in the **service of people** (not the converse). That ought to be reflected in the strategic plan without hyperbole and hubris that has become a feature of contemporary governance.
5. In the context of a monopolistic local government capital city entity subject to legislative and representational obligations, a **'strategic plan' should reflect adaptive strategic thinking** and higher level *policy* and *objectives* directed to the mid-longer term both broadly and nuanced to the diversity of localities and interests within and impacting on its area. The exposition in "Our Role" exemplifies the complexities of that context.
6. There is **utility in separately addressing** the *strategic* (why) from *operational* action required (how) and *reporting* against measures of activity and outcomes (what).
7. The **overuse** of adjectives, hyperbole and hubris diminishes the strategic *thinking* that ought to underpin a strategic plan.  
  
This is not to suggest that descriptors such as "aspirational", "creative", "innovative", "liveable", "adaptive", "together" are misplaced, quite the contrary when used sparingly and appropriately. Those sorts of descriptors are more likely to be interpreted in a positive sense.  
  
A descriptor such as "bold" is more likely to be interpreted in a negative sense as being imposed or without warning, consultation or mandate.  
  
A phrase such as "zero functional homelessness" is at risk of misapprehension without explanation of its meaning or replaced with other terminology.
8. While strategic plans are required to be honest and forthright, their **language ought not be apt to mislead or cause misapprehension**. Too often there is a vast chasm between the language of policy or operational documents and the actual or perceived implementation thereof. Similarly, the incidence and pace of consultation is increasingly inversely proportional to responsiveness.
9. Use of "**budget repair**" is at risk of inferring financial despair as opposed to budget planning *simpliciter*.
10. Use of "**spatial planning**" is at risk of inferring that that tool is the 'master' rather than the 'servant' of people living, working or visiting the City of Adelaide, whereas that phrase combined with, or linked to, "people" demonstrates that there is a symbiotic relationship as between people and spaces (land, air, location, environment). "*Spatial planning*" is a clever tool but without reference to people and purpose, results in 'vacuous planning'.
11. To suggest that there will be "*50,000 residents that will call our city home in the near future*" (i.e., 2036) is at **risk of overstating** what is at best simply a target, projection or aspiration. It says nothing of composition, place or impacts. 26% of the current 26,120 residents are students

<sup>4</sup> The comments and feedback herein are intended to be general and in critique rather than as criticism. The views expressed are not intended to reflect adversely on, or diminish the work or efforts of any person, entity or team concerned with any aspect of the content, intent, structure, or purpose of the draft.

<sup>5</sup> *humanistic urban environment*, Jan Gehl

<sup>6</sup> This is not to suggest that this was always the case with every council or within the period of every council.

(~6,800) who are temporary or short-term and whose needs substantively differ from longer-term renters and dwelling owners.<sup>7</sup>

A strategic plan or intent **could be expressed** as gradually increasing the population of the City of Adelaide by providing appropriate infrastructure while conserving the heritage and character of residential and business localities. The actions required would include identifying suitable localities and requisite infrastructure. The measures would include the extent and composition of increase, infrastructure investment, and conservation.

12. Use of “activate” and “activation” suggest a current absence of activity or that current land use is to be disparaged. The **use of these adjectives** in a strategic plan is both disparaging and says nothing of the activity that is sought to be achieved in place of whatever activity currently occurs. In that regard, those expressions are without utility.
13. One might be unkind and suggest that the expression “**council driven**” is a contradiction in terms. Nonetheless, it is a phrase of uncertain meaning and intent. Is it the strategic intent that the council itself will become the primary driver for delivery as opposed to establishing or facilitating a requisite strategic, policy or operational framework?
14. To refer to “88 O’Connell” (not an address but a trading name of a private commercial enterprise) or any other **private development in a strategic plan is astonishing**. That is the more so given the absence of any prior strategic plan of the CoA or ACC to establish three concrete high rise towers rising to 16 levels (in stark contrast to its wider locality) within an area of low rise heritage and character dwellings, and massively exceeding what had been endorsed by a previous council arising from extensive community consultation. Respectfully, that is simply offensive and disingenuous.
15. To refer in a strategic plan to **specific entities** of the CoA or ACC is, respectfully, fraught with difficulties. There is a serious governance risk that doing so will limit or proscribe future policy decisions or options, or cause embarrassment, if for whatever reason a decision is made that seeks to impact the operation, span of effect, or existence of such entities. There is no governance requirement to make any such specific reference. The strategic intent is presumably that the CoA or ACC make use of internal or external available capabilities or structures in the operation of, for example, the Adelaide Central Market.
16. It is **odd** that “*Our Response*” follows “*Our Role*” and precedes the other groupings, when the groupings are presumably the mainstay topics of the strategic plan (see further discussion below).

The “**Response**” is less a ‘response’ and more about context: “**Our Context**”. In the context of ‘Our Context’ one might ask for a ‘fact check’ about the assertion of having heard “*over the past decade*” from our community that “*our city must grow if we want to thrive*”.

Over the last century, the City of Adelaide has grown economically, its Adelaide Park Lands have regrettably shrunk, and its population has begun to increase since about the mid-1990s, more markedly in the last decade or so. But for the Covid-period, the city centre and environs have largely “thrived”, albeit neither a useful nor preferred expression. With all due respect, that is not the issue, nor is the issue merely semantics. The City of Adelaide has a **current context that need not be expressly or inferentially deprecated**.

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<sup>7</sup> In the mid-1990s, there was much discussion about increasing the residential population of the City of Adelaide having regard to the peak in 1915 of 43,000. There was almost no discussion of the often appalling circumstances in which many of those residents lived. There is a substantive difference in liveability needs as between permanent residents (owners & renters) and temporary residents (students & visitors) that is obfuscated by use of a global rather than granulated number and a strategic intent (i.e., gradually increasing the population of the City of Adelaide while conserving the heritage and character of residential localities).

The **strategic future issue** is adaptation and adaptability to current and future demands: economic, commercial, retail, population, infrastructure (social, cultural and physical) and liveability; and the strategic challenge of enhancing attributes that make the “City of Adelaide” and the “City of Adelaide community” different and preferable to other cities and regional centres.

17. The **absence of appropriate descriptors** can be as problematic as the inclusion of inappropriate descriptors.
18. For example, “**Our Community – vibrant, connected and inclusive**” has three objectives, one of which oddly infers that our communities do not presently “*thrive*” (as opposed to supporting our diverse communities), another of which connotes that our community is not presently fun, lively and interesting (as opposed to enhancing the experience of living, working and visiting).

One does not need to deprecate to enhance or uplift. Not every community wants to be “vibrant”. It is also **odd that “liveability” is not one of the descriptors.**

Respectfully, leaving aside the manner of expression, the “**outcomes**” listed in the table are **undoubtedly objectives**; the “*Key Actions*” are oddly weighted to “*homelessness*”; and the indicator column might best be confined to a measure capable of being achieved in the life of the strategic plan. Similarly, for example, the “*review [of] the active city strategy*” is an action, its completion is a measure.

19. Regrettably, **similar remarks can be made** in relation to each of the other mainstay topics of the draft plan and it is not helpful to deal in detail with each seriatim, albeit some explicit comments may assist.<sup>8</sup>
20. In relation to “**Our Environment**”, there are two matters that cannot pass without explicit comment.

**First**, with respect, it is position of TNAS that it is **unintelligible to speak of “activate our Park Lands”** when in fact the Park Lands are parklands and every day and night (24/7) are continuously used passively, actively, ecologically, and usually reverently. It would be a strategic intent to rehabilitate and make publicly accessible Park Lands that are presently inaccessible.

**Second**, it would be incomprehensible for the ACC to have as an “*objective*” to be merely “*climate conscious and resilient*”, whatever that may mean. The matters included in the “*Outcome*” column are more appropriately included under “*Our Objective is to*” (save that “*Lead as a Low Carbon Emissions City*” is more appropriately expressed as “**Be** a low carbon emissions city”).

21. In relation to “**Our Economy**”, reference is made to earlier comments about expressions and language, the confused matter of “objective/outcome” and the appropriateness of descriptions of actions and indicators.

Creating “*strong skilled workforces*”<sup>9</sup> may be an objective within the CoA, it is **most difficult to understand it as a strategic objective** for the City of Adelaide, as opposed to supporting the education economy and the City of Adelaide as a city and place for higher education (however expressed).

It is not self-evident what “*in alignment with the community*” means in the context of “*growing our economy*”. Nor is it apparent why support for agility and change is confined to “*existing*”

<sup>8</sup> The absence of a specific comment ought not be understood as condonation of content.

<sup>9</sup> “Strong” seems misplaced as opposed to “highly” skilled.

*businesses*"; surely that equally applies to all businesses consistent with what is expressed in "Our Opportunities".

22. It is a **matter of sad comment that "responsive"** is only expressed in relation to "Our Economy", "businesses", "financial", and capability of the Corporation's employees concerning challenges. Nought is expressed about the notion of "responsive" in relation to consultation, community, environment, and places.
23. Commentary in relation to "**Our Places**" would be repetitious of the notions and matters already addressed.

However, **one matter of import** is especially pertinent to "Our Places". The City of Adelaide and this State was previously renown for its support of public art (static, cultural, theatrical), and as being a creative city open to new ideas and encouraging the boundaries and edges of art and forms of art, both *per se* and within public spaces. Alas, no more, but what more it could be if there were to be applied the art of reflection and cause strategic thought and action.

24. **Finally**, it would be mischievous to make no reference to the **use of the expression "In ten years"** in the draft strategic plan, and would be unethical and inimical to the process.

Does the "Corporation" really envisage that it must wait "ten years" before "*people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability*"? Wow, surely not.

Does the CoA and the ACC seriously envisage having a strategic intent to wait "ten years" for each of the mainstay topics appearing on page 2 of the draft strategic plan. Surely not.

**Surely "In ten years" ought simply to be expunged asap.**

25. **Thank you** for the opportunity to provide comment and feedback. I regret that time constraints have not permitted an earlier and more fulsome comments but note that this "*is the first of several phases where [CoA] will invite the community to provide feedback*".

*The North Adelaide Society Inc. (est. 1970)*

20 November 2023



**ANONYMOUS Mon 20/11/2023**

The Lord Mayor  
City of Adelaide  
25 Pirie Street, Adelaide

By email [strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

I welcome the opportunity to comment on the City of Adelaide's draft Strategic Plan 2024-2028 (the Plan) outlining the future directions for Adelaide as a capital city and a local government.

These comments will follow the same format as the Plan, considering first the content and direction followed by the supporting Resource Plan.

### **DIRECTION OUTLINED IN THE DRAFT STRATEGIC PLAN**

#### **General comments**

1. The Plan has many commendable objectives, and the format is functional and appropriate, particularly as it includes a Resource Plan. Having 'measurable indicators of success/measures/targets' is laudable and in line with Peter Drucker's saying, 'You can't manage what you can't measure.' Unfortunately, they do not occur consistently throughout the Plan. For instance, *development relating to fostering connection, learning, and well-being* had no measurable outcomes and may require revisiting this objective.
2. In addition, some of the statements in the draft Plan are vague and could be subject to differing interpretations. For instance, use of the word 'support.' The draft Plan indicates it will 'support an inclusive, fair and thriving economy, enabling .....'<sup>1</sup>. Likewise, sometimes a 'review' is suggested with no pathway indicated to implement the findings, and similarly, what is meant by a 'partnership' may require further clarification. Perhaps a short glossary of terms may be appropriate.
3. At times, there is a disconnect between the objectives of each response, the key actions, and the indicators. A better alignment between these headings may assist the document in becoming an unambiguous framework for the future.
4. Lastly, in response to the Greater Adelaide Regional Plan, the document tabled for Council consideration proposed seven city focus areas which are difficult to align with the five themes within the draft City of Adelaide Strategic Plan. A consistent approach to the City's future planning across all significant documents would assist residents and others in better understanding the Council's direction and generating greater accountability.

#### **Specific comments.**

*Our Community*

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<sup>1</sup> Refer to page 8 of the Draft Strategic Plan.

5. The organisations I am a member of are not anti-development; however, both have independently called for a fairer planning system for residents. For instance, SECRA (South East City Residents Association) has indicated in its response to GARP (Greater Adelaide Regional Plan) that city growth should maintain or improve the liveability of its residents. Likewise, CASA (Community Alliance of South Australia), a peak community body, has the tagline to put 'people back into planning.'
6. It would be pleasing to see the Council's endorsement of a liveability index selected from the various measures available.<sup>2</sup> A suggested way to build this into decision-making is to develop and use a consistent methodology for establishing liveability to assist the Council in considering the built form. For instance, a liveability index could help the Council Assessment Panel or the State Commission Assessment Panel consider development applications. Likewise, it could be used to discuss upgrading Hutt Street with residents.
7. It is noted that AEDA (Adelaide Economic Development Authority) financially supports precinct groups with ongoing costs and grants. This funding source is unavailable to residents' groups, as is ongoing assistance from the Council. At the same time, the proposed appointment of Community Development Officers is welcome, pending further information, and I am sure they would appreciate the assistance and knowledge found in residents' groups.
8. Other matters that the resident groups have found to be barriers to providing feedback to Council administration and councillors are the short time frames for formal consultations, and the constraints of Your Say online processes. Seeing the Council reconsider a report that did not accurately document the community response was pleasing, showing that residents' contribution to council decision-making is considered. It should be noted that when resident organisations such as SECRA make representative submissions, they represent a membership of approximately one hundred people, and the Council should give their submissions appropriate weighting. The resident groups also valued regular catch-up meetings with the Lord Mayor for a frank exchange of information and views about contemporary matters. Finally, Council submissions to the State Government on matters such as GARP or the reviews of the Planning and Design Code may benefit from community engagement before finalising them.
9. Returning to the AEDA, concern is expressed about its operation, given the significant financial contribution made by the Council and note that the high-level governance issues emerging from the reviews of AEDA are not reflected in the Plan.

#### *Our Environment*

10. I note the Plan's support of Kaditilla, its charter, and its business plan. However, further precision is needed to address the objective to *advocate for Park Lands development to be low-impact* to ensure that major events align

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<sup>2</sup> For an example see The views.id platform is home to the Living in Place survey data, insights and resources created by .id's social research team, Community Views at <https://home.id.com.au/community-views>.

with Council policies and direction. This may provide an opportunity to incorporate the Council's resolution to ask the SA Motor Sport Board to develop a sustainability policy for the Adelaide 500 event by 2024.

11. Moreover, there is support for developing an interpretative function for the Adelaide Park Lands generally but the Wetlands in particular, whether in a centre (perhaps a reuse of an existing building), through information technology, or a combination of both. The uniqueness of the nationally listed Adelaide Park Lands, which surround the city, presents a remarkable opportunity for residents, visitors, and businesses alike to learn about and value Nature, particularly as Adelaide experiences the impact of climate change. This is an aspirational goal worth pursuing and should be part of the Plan.

#### *Our Places*

12. I am pleased to note the key action to encourage people to use public or active transport alternatives to cars, significantly reducing greenhouse gases and global warming. Resident groups and the Transport Action Network held a seminar on integrated transport solutions, which provides a new approach to public transport with an underground rail loop in the city as a vital part of the transition. This outcome may also incorporate Council initiatives such as pedestrian-responsive traffic lights and changes to Grenfell Street to improve bus management. I note that an integrated transport policy is a component of the Plan.
13. As a participant in the Lord Mayors Roundtable on Hutt Street, I found the report arising from the community-based meetings disappointing both in content and process. Of importance to residents in the southeast was, among other matters, the reduction in speed along Hutt Street along with traffic calming initiatives, eliminating U-turns to provide safer road crossings, continuous footpaths, and improved regulation of e-scooters and separate cycle lanes, for instance. These elements should be part of a comprehensive approach to a Hutt Street upgrade.
14. Heritage and culturally significant places are to be protected and, where possible, upgraded, adapted, or reused under the Plan. Many heritage buildings in the southeast were not given local heritage designation due to a ministerial decision in 2013, and a review to gain protection for these heritage buildings would be welcome.
15. The social justice initiatives in the Plan for the homeless and disabled are supported, and the City of Adelaide may further its work in this area in cooperation with the State and Federal Governments.

#### *Our Corporation*

16. The Plan's key broader communication actions, including a new customer and resident focus, are supported particularly given the anticipated growth of Adelaide, and I look forward to receiving further details of its operation. I also appreciate the times Councillors made themselves available to seek out and listen to the views of our community.

### **RESOURCE PLAN**

This Plan complements the Strategic Plan by outlining the financial and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028.

*Four-year Financial Plan*

17. I would like to raise the following questions in the Resource Plan.

- In Financial Principles, is it the intention to fund new rateable properties, and is it an appropriate use of the Council's resources?
- Is the Long Term Financial Plan intended to vary programs in light of *'consideration of Council's appropriate role and responsibilities'*?
- In Treasury Policy, is it appropriate to increase borrowings and attract the increasing financial costs? Further, does the Future Fund keep pace with inflation? A more conservative view would be restricting borrowings during rising interest rates and achieving a balanced budget.

I wish you well in finalising the Plan, and please do not hesitate to contact me should you require further information on matters raised in this submission.

Kind Regards

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**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Adelaide City of Music Tue 21/11/2023**

**SUBJECT: ACOM City of Adelaide Draft Strategic Plan 2024-2028 Submission**

Hi Jade,

Apologies for the delay, please find attached the Adelaide City of Music Ltd - City of Adelaide Draft Strategic Plan 2024-2028 Submission.

ACOM welcomes the opportunity to support the City of Adelaide in the development of its new strategic plan.

The submission aims to highlight the positive impact music and culture has on place, community, and economy and potential mechanisms to embed vision and support within the Strategic Plan.

Thank you again for your understanding. Please feel free to call if you wish to discuss any aspect of this submission.

Regards

Joe

Joe Hay

General Manager

Adelaide City of Music Ltd

Adelaide

W: [adelaidecityofmusic.com.au](http://adelaidecityofmusic.com.au)

## Adelaide City of Music Ltd

### City of Adelaide Draft Strategic Plan 2024-2028 Submission

Adelaide is a dynamic and innovative city with a beautiful environment and culture that attracts people to live, work, and study and as a result is regularly rated one of the most liveable cities in the world. For Adelaide to remain competitive in the global market for talent and investment, it must continue to nurture and promote these strengths.

Adelaide is Australia's only UNESCO City of Music. Awarded in 2015, Adelaide's UNESCO City of Music designation is global recognition of the city's musical past, present and future: it's an acknowledgement of the extraordinary strength and diversity of Adelaide's music culture; the network of artists, organisations, institutions, and businesses that support the development, creation, and performance of music; and the programs and people that use music to shape education, health, and wellbeing, to cross social divides and to bring people together.

The designation provides a unique platform to promote and celebrate our innovative and dynamic city and creative culture and is a bridge to connect, collaborate, and attract people and expertise from around the world.

Adelaide City of Music's (ACOM) role is to capture and celebrate the city's music culture, to represent it and engage the UNESCO Creative Cities Network, and to celebrate and create opportunities for the city's music culture around the world.

A tourism and student magnet, Adelaide is a university city and renowned for its year-round festivals and cultural activities with historical, new, and outdoor venues and adaptive spaces.

The Adelaide City of Music commends the City of Adelaide on developing and broad ranging vision for the future of our state's capital. The core principles of boldness, innovation, and aspiration each reflect important cultural values if the city is to remain competitive.

Although reflected within the *City of Adelaide Draft Strategic Plan 2024-2028* (the Plan) **Our Community** column, Adelaide City of Music feels the Plan should place greater emphasis on the impact music and culture has on place, community, and economy and identify and integrate effective mechanisms for it to strengthen and grow throughout the Plan.

The City of Adelaide's **Cultural Policy** should continue to capture and report on the matrix of Adelaide's artists, arts organisations, institutions, infrastructure, and resources and develop an integrated response to support, strengthen, and enhance activities, infrastructure, and enterprise and highlight key partners, initiatives, and outcomes.

The **Cultural Policy and Community Wellbeing Plan** should reflect the role and potential of music to improve health and wellbeing and to identify initiatives and resources to explore, innovate, and deliver positive outcomes.

Adelaide is a Music and Festival City with year-round performances and events and a vibrant night economy. **Our Economy** should recognise and report on the economic contribution music, creative industries, music education, and cultural activities delivers to the city.

**Our Economy, Our Community, and Our Place** should explore initiatives that encourage and support innovation and experimentation, that reimagine the use of space, and that support cultural evolution and growth.

Within **Our Places**, the City of Adelaide should review its live music and late-night economy plan and integrate into the **City Plan** to ensure increased housing, and new city design contributes and protects, to not reduces or impinges late night, live music, and cultural activity in the city. The City Plan (and **Wellbeing Plan**) should also ensure the inclusion of music performance, technology, and infrastructure.

Within **Our Corporation** the Plan should encourage a corporate culture that continues to champion and enable innovation, live music, cultural expression and activity.

Learning from global cultural cities who have experienced rapid expansion, the City Plan should ensure good mix of housing is developed to ensure it remains affordable and representative.

Adelaide City of Music is committed to promoting and supporting Reconciliation, and First Nations culture and artists. An important aspect of reconciliation, the Plan should explore more programs and public places for music to bring people together and to build understanding, health, and wellbeing.

The Plan should explore cultural and public infrastructure that employs music to encourage participation, promotes a sense of welcome and wellbeing amongst First Nations people.

The Plan should explore capability development and encourage greater participation of First Nations people across all aspects of the City of Adelaide.

**Our Environment** should reflect the abundance of adaptive public spaces and the need to ensure appropriate levels of public resources and infrastructure to adequately delivery events small and large across the CBD and Parklands.

The Plan should identify opportunities to partner with the Federal and State Government to explore intersections of tourism, migration, infrastructure, education, and planning and to ensure alignment in vision and resourcing.

With the creation of the new Adelaide University, the Plan should explore initiatives and new public infrastructure that can use music and culture to facilitate greater integration, attract students back to the city, showcase diversity, and potential new enterprise, partnerships, and opportunities.

With technology making the world smaller by the day, Adelaide is the perfect home to conduct a global career. The Plan should identify ways to support the development of new, and activation of existing creative networks and connections. The Plan should identify mechanisms and partners to attract more people to live, work, and study in Adelaide and ensure we remain technologically competitive.

Adelaide is truly a global city, connected and ranked amongst the most liveable cities in the world. Adelaide City of Music believes music and culture has an important impact on place, community, and economy and encourages the City of Adelaide to enhance and priorities it across the City of Adelaide Draft Strategic Plan 2024-2028.

Thank you for considering Adelaide City of Music's submission.

**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Sue O'Malley Tue 23/11/2023**

**SUBJECT: RE: Request Extension - Draft Strategic Plan 2024-2028**

Good Morning

Please find attached the Precision Group submission.

We acknowledge the time for acceptance expired 11 hours ago.

Thank you again for the opportunity.

Any queries do not hesitate to contact me.



**SUE O'MALLEY**  
Communications Consultant

**Precision Group of Companies Pty Ltd**

Sydney NSW 2000  
[www.precision.com.au](http://www.precision.com.au)





**November 23, 2023**

### **City of Adelaide's Strategic Plan 2024-2028**

Precision Group welcomes the opportunity to provide feedback to the City of Adelaide's Strategic Plan 2024-2028 – Draft for Strategic Consultation. We sincerely thank the City of Adelaide for affording us the opportunity to make a submission.

Precision Group was founded in South Australia in 1994 with its acquisition of a neighbourhood centre in Campbelltown. Precision Group's first major acquisition was in 1997, with the Port Canal Shopping Centre along with the adjacent Customs House office building in Port Adelaide.

Precision Group acquired Adelaide Central Plaza in 1999 and undertook a major redevelopment of the Property. This six-level project was the biggest retail development in Rundle Mall in a decade and included the flagship David Jones department store and 40 specialty shops providing a link between the shopping Precinct of Rundle Mall with the cultural institutions on North Terrace.

Adelaide Central Plaza was officially opened by the then Premier of South Australia Mr. John Olsen on 31 August 2000. This was the first new downtown store to be opened for David Jones in 40 years.

Precision Group has longstanding investments in South Australia within the City of Adelaide and the City of Port Adelaide Enfield.

Precision Group now owns and manages 10 properties valued at \$1b+ across Australia and New Zealand.

We welcome an opportunity to discuss this submission with the City of Adelaide.

Adelaide Central Plaza is currently seeking commitments from international luxury brands to lease retail space and establish substantial luxury brand stores within the Property. If this is achieved, it will involve a major redevelopment of the Property that would take place in the financial years ending 30 June 2024 and 30 June 2025.

Precision Group estimates that the redevelopment will cost more than \$120 million and, once complete, will feature prominent, Rundle-Mall-facing international luxury brand stores with multi-million-dollar fit outs of the highest international standard.

Precision Group hopes for this development to act as a catalyst for a major transformation of the Rundle Mall Precinct.

With reference to page 13 of the City of Adelaide's Strategic Plan 2024-2028 – Draft for Strategic Consultation – Our Economy growing, innovative and responsive:

- The Rundle Mall Precinct is not specifically cited within any of the of the Outcome – Key Actions – Indicators of Success/Measures/Targets.
- The events of recent years have had a profound impact on the Adelaide CBD retail economy.
- The once densely peopled hub for commerce and government, shopping, tourism, entertainment, education, and accommodation is still recovering from the emptying shock of the pandemic.
- A full recovery is only possible with continued local government assistance, more workers returning to CBD offices and more tourists and students from overseas.
- Precision Group is advocating for greater emphasis from the City of Adelaide for both capital and operational resources for the Rundle Mall Precinct.
- Leadership and the active engagement of the Rundle Mall Precinct is essential and must remain front of mind for the City of Adelaide in 2024 and beyond.

- Precision Group acknowledges the importance of City of Adelaide investment in public space upgrades in and around Rundle Mall and encourages Council to continue to commit to and deliver such upgrades in consultation with building owners to beautify the overall retail environment but also spark investment by Rundle Mall property owners in capital upgrades to their buildings.
- Precision Group is advocating for additional public investment in Precinct growth.
- Greater spending on marketing and brand positioning for Rundle Mall to emerge as the ultimate destination for retail where discerning clientele can indulge in cultural and shopping experiences via frequent events and activations that bring visitors into the Precinct to spend is encouraged.
- Rundle Mall needs to regain its mantra as the vibrant heart and premier shopping and entertainment destination in Adelaide.
- Precision Group welcomes the opportunity to further partner with the City of Adelaide to generate demand through promotions and innovative marketing and invites the City of Adelaide to consider how it might provide further support to enable the Rundle Mall Precinct to return to prosperity through retail, arts, sports and cultural events.

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**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Cherie Casiero (DIT) Thu 23/11/2023**

**SUBJECT: RE: Seeking Feedback | City of Adelaide Draft Strategic Plan 2024 - 2028 - DIT response**

OFFICIAL

Dear Claire,

Please find attached correspondence from the Director, Transport Strategy and Network Planning relating to the City of Adelaide Draft Strategic Plan 2024-2028.

Please accept our sincere apologies for the delay in responding.

Thank you.

Kind regards,

Cherie

**Cherie Casiero**



**Government of South Australia**  
Department for Infrastructure  
and Transport

Adelaide SA 5000



In reply please quote #20873994

Ms Clare Mockler  
Chief Executive Officer, City of Adelaide  
5 Pirie Street  
Adelaide, South Australia 5000

**TRANSPORT  
STRATEGY AND  
NETWORK  
PLANNING**

Level 07 83 Pirie Street  
Adelaide SA 5000  
Kaurna Country

GPO Box 1533  
Adelaide SA 5001  
DX 171

**T** 1300 872 677

**W** dit.sa.gov.au

ABN 92 366 288 135

Dear Ms Clare Mockler

**RE: City of Adelaide's Draft Strategic Plan 2024-2028**

**Build. Move.  
Connect.**

Thank you for reaching out and providing information about the City of Adelaide's draft Strategic Plan 2024-2028 (the Plan).

The Department for Transport and Infrastructure (the Department) appreciates the opportunity to contribute to the public consultation process as a key stakeholder. Overall, the City of Adelaide's vision and aspirations outlined within the Plan align with our strategic vision to deliver transport for a liveable and prosperous South Australia. Further to this, the Plan's strategic objectives provide an important opportunity to progress and support the Department's future strategic priorities particularly related to public transport and active transport.

The Plan mentions a range of priority major road upgrades that will be progressed over the coming years. We look forward to continuing to work with the City of Adelaide to ensure alignment in design with our functional hierarchy and broader network priorities, for these important road projects.

A key measure of success within the Plan is the delivery of a City of Adelaide Integrated Transport Strategy. We look forward to being involved as a primary stakeholder for this important project, to ensure integrated land use and transport outcomes are optimised for both parties.

The Department is in the early phases of developing a state-wide Transport Strategy. We expect to engage key stakeholders and the broader community, throughout 2024, and look forward to engaging with the City of Adelaide on this priority project. Working collaboratively, will be critical to the overall success of both organisations' strategic transport endeavours and we look forward to working with Council to ensure continued synergies between our respective projects and initiatives.

Further to the above, the Department offers the following specific comments in relation to the Plan:

Our Places:

- The proposed Integrated Transport Strategy needs to account for future population growth within Adelaide city, including an integrated plan that addresses the movement of people and

OFFICIAL

goods into and out of the CBD. Suggest Council add additional metrics such as % trips by active travel / public transport and / or % investment in these modes.

- The proposed Integrated Transport Strategy should also give consideration to the competing demands for kerb-space and particularly the need for dedicated pick-up and drop-off zones for rideshare services and other general road users. On and off street parking will also need to be carefully considered.
- Road safety could have a greater focus in the Plan, to ensure alignment with State and National Road Safety objectives.
- When Council Asset Management Plans are updated, we would welcome the opportunity to engage with Council to align functional hierarchy and discuss strategic priorities associated with the renewal and ongoing maintenance of its assets.

We look forward to engaging regularly with the City of Adelaide. Given the development of our respective strategy documents we propose a bi-monthly meeting with Council, to deliver more cohesive and coordinated outcomes for the community.

Please don't not hesitate to contact Mr Heath Newberry, Manager Transport and Asset Strategy

Yours sincerely

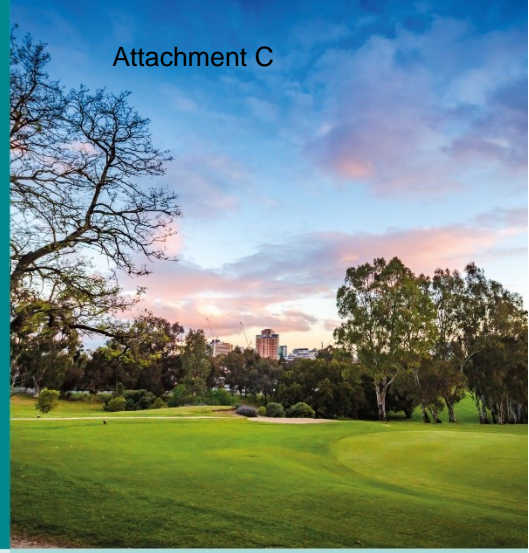


Russell Troup  
Director, Transport Strategy and Network Planning

23 November 2023

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**END OF SUBMISSIONS RECEIVED**

# City of Adelaide Strategic Plan 2024–2028



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



As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state.

## Our Adelaide. Bold. Aspirational. Innovative.

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

- Our Community:** **Vibrant, connected and inclusive**  
In ten years Adelaide will be a thriving Capital City with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community [development and](#) connections, and celebrate our cultural heritage and diversity.
- Our Environment:** **Resilient, protected and sustainable**  
In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity [and sustainability](#) and a community that is adaptive and resilient to climate change.
- Our Economy:** **Growing, innovative and responsive**  
In ten years Adelaide will have strengthened its role as the economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.
- Our Places:** **Interesting, purposeful and safe**  
In ten years Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be [people oriented, safe,](#) lively, accessible and accentuate its [human scale](#) architecture and history.
- Supported by:*
- Our Corporation:** **High performing, customer-centric and bold**  
In ten years people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability.

# Kurna Acknowledgement



City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaiya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaiya miyurna iyangka yalaka ngadlu tampinhi.

City of Adelaide acknowledges the traditional Country of the Kurna 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 Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.



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# Lord Mayor Introduction

Shaping the future of a city requires bold thinking and long-term planning.

The capital city council is custodian of the heart of our state and it's up to us to be both aspirational and audacious in our vision for Adelaide's CBD.

But we also need to deliver on the core business of council – roads, rates, and rubbish – if we want to be bold in other areas and live in a city of which we can be proud.

The City of Adelaide's Strategic Plan 2024-2028 charts a course for our Council to achieve its long-term goals across the economy, the environment and throughout our community.

This Strategic Plan aspires to improve our streetscapes, deliver economic viability for businesses, help property owners to better utilise and profit from their investment and boost residential access, affordability and amenity.

The Plan also maps out how Council can maintain its assets, reduce kerbside waste, achieve zero functional homelessness, and sensibly increase our population to 50,000 people by 2036.

It's also about providing certainty for business owners, potential investors, and residents – matched by a commitment to deliver on our promises.

Our residents, workers, and visitors are also an important part of our Strategic Plan, and we value your feedback during this consultation period.

The Strategic Plan gives us an opportunity to choose a different trajectory for Adelaide, and its future over the next four years.

But importantly, it will be our promise to deliver on our commitments.

**Dr Jane Lomax-Smith AM**

Lord Mayor City of Adelaide

# Council Members

Our Council Members for the 2022-2026 term of Council:



**From left to right:**

Councillor Mary Couros (North Ward), Councillor Arman Abrahamzadeh OAM (Area), Councillor Keiran Snape (South Ward), Councillor Simon Hou (Central Ward), The Right Honourable Lord Mayor of Adelaide Dr Jane Lomax-Smith AM, Councillor David Elliott (Central Ward), Councillor Carmel Noon (Central Ward), Councillor Henry Davis (South Ward), Deputy Lord Mayor Phillip Martin (North Ward), Councillor Janet Giles (Area), Councillor Dr Mark Siebentritt (South Ward), Councillor Jing Li (Central Ward)

# Our City

The City of Adelaide is the capital of South Australia and the heart of the state's civic, cultural and commercial life. Centre to a metropolitan area of 1.3 million residents and a state of 1.7 million residents, it is a local government with more than 26,000 residents. Our strategic planning needs to acknowledge and manage these dual responsibilities.

## We are bold, aspirational and innovative.

Built on the traditional lands of the Kurna people with a rich and deep Aboriginal heritage, Colonel Light planned Adelaide in 1837 with an inspired idea: an active city centre and an abundance of open space with the River Torrens at its heart. Colonel Light laid out the streets surrounded by Park Lands with squares and gardens to offer relief to the urban form. The Park Lands are now heritage-listed and are cherished for their beautiful amenity, multiplicity of uses and unique role as a gateway to the city.

Our iconic Adelaide Central Markets, Rundle Mall and Park Lands provide commercial, social and green spaces for people to meet, play and relax. In its built form and public spaces, Adelaide is an attractive, contemporary city whose people take pride in urban design excellence and innovation while recognising and valuing the City's cultural and built form heritage and the unique features of Colonel Light's plan.

Adelaide's spirit and social wellbeing is complemented by its world-wide reputation for creating progressive and unique solutions to ensure the City's ongoing renewal. Adelaide is resilient, bold, trailblazing, enterprising and innovative. Withstanding the times of global social and economic disruption, Adelaide is emerging with a reputation of being a leading commercial, knowledge sharing and ideas exchange city.

Our city continues to recover from the impacts of COVID-19 pandemic and as we seek to strengthen what we know makes Adelaide one of the world's most liveable cities, we also know that we are in a position to look to the future and build a city that leverages our past to grow an exceptional Capital City that all South Australians can be proud of.

### Our City

### Our Community

**760<sub>ha</sub>** **15.6<sub>sqkm</sub>**

**Park Lands**  
including 29 Parks  
and 6 Squares

**total  
land area**

**14,660** **12,265**

**total private  
dwellings**

**local  
businesses**

**\$21.9<sub>B</sub>** **157,498**

**City of Adelaide  
Gross Regional  
Product**  
17.6% of Gross State Product

**local jobs**

**26,120**

**total residents**

**47%**

**aged between  
18 -34**

**born overseas**

**26%**

**study at Tafe or  
University**

**20%**

**aged 60 and  
over**

**36%**

**speak a  
language other  
than English**

**50%**

**renting**

# Our Opportunities

[Our city and community have weathered challenges and uncertainty over the past few years – the post covid environment, inflation forecasts, housing crisis and climate change are at the top of Council's agenda. With these challenges comes opportunities.](#)

As our population changes, health, diversity, wellbeing and equity will continue to play important roles. In a decade, the number of, and the types of residents in our city will increase and be more diverse. The physical form of our city is changing to accommodate this growth through new developments. This provides an opportunity to better consider appropriate and **quality housing** for the expected 50,000 residents that will call our city home in the near future. Spatial planning will help to guide where this growth is best placed to occur, complemented by **revitalisation** of our streets and precincts where **year-round events** and **quality amenities** will support vibrancy, community connections, and celebrate our cultural heritage and diversity.

The pandemic required new ways of social connectivity, not only through digital means, but through the importance of more local based opportunities. Our city in the future will be a diverse collection of **unique neighbourhoods and precincts** and we have an opportunity to make sure our streets are lively, accessible, and promote connectivity.

In the future, the impacts of climate change will be more urgent so we will need to support our city to adapt and be **climate resilient**. We will ensure that our residents and visitors are prepared, and where possible protected, from adverse hazards such as heatwaves. Adelaide can be a nation leading **Green City in a Park** with new ways to re-use old buildings and a **greener built form**, supporting a **circular economy** and **low-carbon** city. This will be demonstrated by showcasing the benefits of **green infrastructure**, increased biodiversity and a community that is adaptive and resilient to climate change.

Uncertain global economic conditions generated from COVID-19 recovery, resource and material shortages, logistical challenges, interest rate rises and international conflicts and geo-political tensions, are likely to continue and will impact national and local economies. These challenges have encouraged us to re-consider how we **procure**, how we increase our **local workforce**, how we can be **financially sustainable** and how we **partner** across all levels of government and with private enterprises.

We will focus on our economy and how people are choosing to work, **emerging industries** and the ongoing **digital transformation** through artificial intelligence and cashless transactions. We will support an inclusive, fair and thriving economy, enabling current and emerging businesses to be innovative and responsive to future needs.

The approach we take will help the city respond to the challenges that will unfold over the coming years and will have a transformative impact on our city, community and businesses.

# Our Role

The City of Adelaide has developed this Strategic Plan (the Plan) as guided by the *Local Government Act (SA) 1999*, which requires councils to develop and adopt plans for the management of its area, and the *City of Adelaide Act 1998*. This Plan is supported by a Resource Plan which guides the financial, infrastructure and resources that underpin delivery over the next four years, as well as a suite of longer-term plans.

In developing this Plan, we understand and acknowledge that the role of a capital city council is diverse and complex. As the Capital City Council for all South Australians, we have a responsibility to be outward looking, to work collaboratively with Federal, State and Local Governments and to demonstrate excellence, innovation and exceptional service provision. [We have the opportunity to work collaboratively to achieve broad outcomes reinforcing the Council's significant and far-reaching role.](#)

Our core role is delivering services to the community and the way we deliver these reflects the diversity of our responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.

This document articulates the key roles and duties that Council assumes and performs.

- Leader: Development of strategies, policies, programs and services.
- Owner/Custodian: Manage assets that are under the care and control of Council.
- Regulator: Undertake responsibilities pursuant to relevant legislation.
- Information Provider: Provision of information to the general community and identified stakeholders.
- Advocate: Represent the interests of our community to influence issues/opportunities that impact our city.
- Facilitator/Initiator: Bring together and/or engage with individuals, community groups, industry, government agencies and other stakeholders to address issues impacting the City.
- Agent: Managing the provision of services to the community on behalf a third party (e.g. State or Federal Government) where there is demonstrated need and significant benefit to the community.
- Direct Provider: Deliver services, projects or programs without resources from external parties.
- Partner: Work with others to deliver service, program or project outcomes. We will continue to build strong partnerships to advocate for the benefit of the city and leverage these to seek co-investment, grants and contributions to the benefit of our community. Key partnerships include those with the Federal, State and Local Government sectors, and strategic non-government (private sector, community groups and not-for-profit) organisations.

# Our Response



As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. Over the past decade, we have heard from our community that our city must grow if we want to thrive, but this growth should not come at the expense of what has made our city one of the most liveable in the world.

To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability.

# Our Community

vibrant, connected and inclusive

## Our Objective is to:

- Support our communities to [be healthy and to](#) thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p>Drive housing outcomes that attract and retain residents in our city</p>	<p>Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness</p> <p>Contribute towards achieving Zero Functional Homelessness</p> <p>Support increased residential growth and housing affordability through partnerships and advocacy</p> <p><a href="#">Reduce rental pressures by increasing supply and unlocking properties for long-term tenants</a></p>	<p><a href="#">Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy</a></p> <p><a href="#">An increase in the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy</a></p> <p>An increase in the number of people living in the city from 26,000 to 50,000 by 2036</p> <p>A reduction <a href="#">to functional zero</a> in the incidences of people sleeping rough or experiencing homelessness <a href="#">by 2026 in line with Council's Homelessness Strategy</a></p> <p>An increase in the share of family households from 12.5% to 15% living in the city</p> <p><a href="#">Review of the Housing and Homelessness Policy, defining the role of Council in providing solutions and creating an action plan in 2024</a></p> <p><a href="#">29 State Government housing outcomes per month are provided in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy</a></p>
<p>Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit</p>	<p>Enable community-led services that provide ways for our community <a href="#">to connect and</a> participate in active <a href="#">lifestyles</a>, leisure, recreation and sport</p> <p><a href="#">Drive social change and strengthen communities through locally-driven arts, cultural and recreational led activities that enhance social cohesion/inclusion and welcome visitors</a></p> <p><del>Encourage partnerships, grants and sponsorship of a diverse range of arts, culture, events and activations</del></p> <p><a href="#">Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.</a></p> <p><del>Lead and C</del>create opportunities for people to expand knowledge and skills, to learn and master</p>	<p>An increase in residents' wellbeing from 70% to 75% life satisfaction</p> <p><del>An increase in</del><a href="#">Develop a target to track increases in participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide</a></p> <p>Review the Active City Strategy <a href="#">by 2025</a></p> <p>Develop an overarching grants policy to support the diversity <del>of grants for</del><a href="#">in arts, culture, community development, recreation and wellbeing by 2025</a></p> <p><a href="#">Review library and community centre service delivery model to better meet the evolving community's need by 2025.</a></p> <p><a href="#">An increase in library and community centre patronage</a></p> <p>Develop a Community Wellbeing Plan</p>



		<p>An increase in diversity of volunteer opportunities and for volunteer participation in line with the national average standards</p>
<p>Be an inclusive and welcoming community <a href="#">that people feel a sense of belonging</a></p>	<p>Champion <a href="#">Reconciliation</a> and recognition of <a href="#">Aboriginal and Torres Strait Islander First Nations</a> peoples and culture by identifying opportunities to celebrate and <a href="#">protect-elevate Aboriginal and</a> Kaurna culture and connection to <a href="#">eCountry</a></p> <p>Celebrate and elevate <a href="#">our community culture and</a> the profiles of multicultural communities and create welcoming programs and services</p> <p><a href="#">Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city</a></p> <p><a href="#">Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by Ensuring</a> our services and projects are <a href="#">accessible and</a> inclusive and offer opportunities for all</p>	<p><del>Fulfill the commitments of, and renew, the City of Adelaide Stretch Reconciliation Action Plan</del></p> <p><a href="#">Establish and deliver a new Stretch Reconciliation Action Plan by 2024</a></p> <p><a href="#">Develop a target to increase the number of Aboriginal and Torres Strait Islander First Nation</a> An increase in the number of Aboriginal and Torres Strait Islander-led community reconciliation activities</p> <p>Promote multicultural events and activities in our city</p> <p><del>An increase in the number of citizens inducted at the City of Adelaide A Citizenship Ceremonies</del></p> <p><a href="#">Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City through Council's Cultural Policy</a></p> <p><del>Renew our Disability Access and Inclusion Plan and deliver on targets</del></p> <p><a href="#">Establish and deliver a new Diversity, Access and Inclusion Plan by 2024</a></p> <p><a href="#">Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs</a></p> <p><a href="#">Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities</a></p>

# Our Environment

resilient, protected and sustainable

Our Objective is to:

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p>Lead as a Low Carbon Emissions City</p>	<p>Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</p> <p>Generate, lead and support new circular economy activities to support sustainability and economic outcomes</p> <p>Work with partners including universities, and researchers to innovate and transform carbon reliance</p> <p>Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration</p>	<p><a href="#">Develop a target to increase green infrastructure in our assets to support our environment</a></p> <p>Increase the number of electric vehicle charging stations <a href="#">from 54 in line with Council's Climate Strategy</a></p> <p><a href="#">Public eElectric vVehicle charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of eElectric vVehicles in Adelaide and improving Council and community performance on transport emissions.</a></p> <p><a href="#">Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes</a></p> <p><a href="#">An increase in the use of recycled or sustainable materials in procurement practices</a></p> <p><a href="#">No net increase in the urban heat island effect</a></p> <p><a href="#">Support a 50% reduction in the city's community greenhouse gas emissions by 2030 of 42% from the 2020 baseline by 2030 with an ambition to be net zero by 2035</a></p>
<p>Be a sustainable climate resilient city and embed climate resilience in all that we do</p>	<p>Work with our partners to plan for, <del>and</del> lead <a href="#">and educate our community on</a> a climate resilient future</p> <p><del>Support</del> <a href="#">Advocate and partner in</a> the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes</p> <p>Work with partners to access data to track the number of green upgrades or new buildings</p> <p>Provide progressive waste management and resource recovery services</p> <p><del>Work</del> <a href="#">Partner</a> with the community to divert more waste from landfill</p>	<p>Develop a Sustainability Governance and Reporting Framework and capture and share data and learnings</p> <p>All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures</p> <p><a href="#">Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy</a></p> <p><a href="#">Evolve and implement our climate adaptation actions in response to the impacts of climate change</a></p> <p><a href="#">50 dwellings are delivered annually through adaptive reuse of underutilised buildings</a></p> <p><a href="#">All new dwellings built from 2025 are fully electric (no internal gas supply)</a></p> <p><a href="#">An increase in our resource recovery rates 5% of waste is dealt with in the City of Adelaide</a></p>

		<p><u>Divert 80% of residential kerbside waste collection from landfill. An increase in waste diverted from landfill from kerbside residential bins from 50% to 75%</u></p>
<p>Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value</p>	<p>Continue the support for the Kadaltilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans</p> <p><u>Enhance-Lead and advocate for</u> the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</p> <p>Protect and restore native habitat in our city</p> <p>Work with partners to create innovative ways to create or convert underutilised areas to green space,</p> <p><u>Advocate for no new development in the Park Lands and returning Park Lands that have been alienated.</u></p> <p><u>Advocate for Park Lands development to be low impact</u></p>	<p><u>An increase in biodiversity in the Park Lands. There is a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030</u></p> <p><u>An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD. Net increase of 485 street trees every year until 2035</u></p> <p><u>Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy</u></p> <p><u>An increase in tree canopy cover from the 2022 baseline of 27% to Support 40% tree canopy cover by 2035 20285</u></p> <p><u>Develop a target to An increase in the amount of green spaces to support our environment</u></p> <p>Achieve world heritage listing of our Park Lands, and protect their national heritage listing status <u>and pursuing State Heritage Listing to strengthen protections</u></p> <p>No net loss of Park Lands</p> <p>Review and update the Integrated Biodiversity Management Plan 2018-2023</p>

# Our Economy

growing, innovative and responsive

## Our Objective is to:

- Continue to grow our economy in alignment with the community
- Support existing businesses to be agile and responsive to change
- Create strong skilled workforces

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p>Adelaide's unique experiences and opportunities attract visitors to our city</p>	<p>Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans as a unique cultural experience</p> <p><u>Work Partner</u> with the State Government, <u>universities, associations, community and advocacy groups</u> to activate and upgrade precincts to stimulate investment, <u>and</u> visitation <u>and maximise opportunities</u></p> <p>Refresh the way in which information is provided to visitors to the City</p> <p>Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business</p> <p><u>Work with associations, community and advocacy groups to maximise opportunities</u></p>	<p>Deliver the key actions of ACMA</p> <p>An increase <u>in</u> the number of people who visit the city from 2.1 million to 2.5 million by 2028 <u>through local, interstate and international visitation.</u></p> <p>An increase in foot traffic in key and emerging precincts <u>annually in line with the Council's Economic Development Strategy</u></p> <p>An increase in spend across the city</p> <p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities</p>
<p>Grow <u>the a dynamic holistic</u> economy to achieve a critical mass of jobs, investment and attract and retain businesses</p>	<p>Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans as the City's reshapes following COVID-19 impacts</p> <p>Provide services and information that contribute towards a high productivity economy</p> <p>Work with partners, <u>universities</u> and businesses to attract investment and improve employment opportunities</p> <p>Create partnerships to grow and develop current and emerging sectors such as medical, technology, <u>creative</u> and professional services sectors</p> <p><u>Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our City.</u></p>	<p><u>Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product</u></p> <p>Deliver and implement a City of Adelaide Economic Development Strategy <u>by 2024 to drive growth</u></p> <p>Deliver the key actions of <u>the</u> AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment</p> <p>Deliver economic data and insights to our business community.</p> <p>An increase of businesses who think the city is a good place to do business from 64% to 75%</p> <p>An increase in the number of new businesses and investment in the city</p> <p><u>An increase in the City's share of state's economy</u></p> <p><u>Increase the use of social enterprises and First Nations Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement</u></p>

<p>Create new Council driven development opportunities for our community via diverse commercial activities</p>	<p>Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell, Market Square and the former Bus Station</p> <p>Establish the Future Fund to support investment in revenue generating activities to reduce ratepayer burden</p>	<p>Review the Strategic Property Action Plan <a href="#">in 2024</a> to manage opportunities including car parks and other commercial assets for our community</p> <p><a href="#">Achieve-Develop</a> sales and tenancy targets associated with <a href="#">City of Adelaide</a> housing developments</p> <p>Develop and implement governance arrangements for the Future Fund</p>
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# Our Places

interesting, purposeful and safe

## Our Objective is to:

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Outcome	Key Actions	Indicator of Success/Measures/Targets
Our community assets are adaptable and responsibly maintained	<p>Deliver quality street <a href="#">and laneway</a> upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, <a href="#">safe</a> and unique</p> <p>Create new assets to meet emerging community needs</p> <p>Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, <a href="#">enabling connections into and out of the city</a>.</p> <p>Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities.</p>	<p>Commence the design of the Hindley <a href="#">Street</a> upgrade project by 2023/2024</p> <p>Commence the design of the Gouger <a href="#">Street</a> upgrade project by 2023/2024</p> <p>Commence the design of the O'Connell <a href="#">Street</a> upgrade project by 2024/2025</p> <p>Commence the design of the Hutt <a href="#">Street</a> upgrade project by 2024/2025</p> <p>Commence the design of the Melbourne <a href="#">Street</a> upgrade project by 2025/2026</p> <p>Develop and implement an Integrated Transport Strategy <a href="#">by 2024</a></p> <p>Revise the Asset Management Plans <a href="#">by June 2024</a></p>
Encourage bold, interesting and purposeful development <a href="#">that supports the changing needs of our community and city</a>	<p><a href="#">Lead the development of Develop</a> a City Plan that provides guidance on city growth, development, <a href="#">design</a>, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home</p> <p><a href="#">Create and advocate for multiuse green spaces such as open space, community gardens and pocket parks that enable shared use and community connection</a></p> <p>Encourage repurposing, adaptive reuse and improvement of buildings and facilities</p> <p>Support the development of diverse and affordable office spaces and housing</p> <p>Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings</p>	<p><a href="#">Develop the City Plan by 2024</a></p> <p>An increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%</p> <p>An increase in the number of dwellings in our city <a href="#">from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031</a></p> <p><a href="#">15% of new dwellings are available as affordable purchase or rental to low and moderate income earners</a></p> <p>No net loss of local heritage places <a href="#">and maintain a minimum of 1,850 places</a></p> <p>Review the heritage overlays to ensure our heritage places are known and accommodated during development <a href="#">by 2025</a></p> <p>Deliver conservation management plans for heritage assets <a href="#">by 2025</a></p>
Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community	<p>Maintain and improve <a href="#">Disability, LGBTQIA+- and refugee-vulnerable or minority group Access and inclusion in our places</a></p> <p>Create opportunities for sustained activation <a href="#">in</a> the city through outdoor dining, parking, leases and licences</p>	<p>Achieve Disability Access compliance in <a href="#">all</a> new and upgraded infrastructure</p> <p>Review the Disability Access and Inclusion Plan</p> <p>Review the Wellbeing Plan</p> <p>Review the Dog and Cat Management Plan</p> <p><a href="#">Review and implement by-laws which respond to community needs</a></p>

	<p>Encourage interesting and unique experiences in public spaces through permit management</p> <p>Support <del>feed</del> businesses to operate safely</p> <p>Provide services that encourage responsible pet ownership</p>	
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# Our Corporation

High performing, customer-centric and bold

Our Objective is to provide:

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Outcome	Key Actions	Indicator of Success/Measures/Targets
Effective Leadership and Governance	<p>Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions</p> <p>Enable effective governance, risk management, accountability and transparency at all times in decision making</p>	<p>Implement a Pro Disclosure Policy by June 2024</p> <p>Reduce the number of items and Council decisions considered and held in confidence</p> <p>Deliver a robust internal audit program that aligns to service outcomes-</p> <p>Review <u>and monitor</u> the Governance Structure to ensure best practice <u>decision making and enable effective and</u> advice for Council's undertakings</p> <p>Review Emergency Management <u>Plans</u> and response <u>by 2025</u></p>
Exceptional Customer Experience	<p>Listen and respond to our community, embedding their perspective to support decision-making</p> <p>Focus on the experience of our customers to ensure outcomes meet expectations</p> <p>Promote and communicate the work of Council</p>	<p><u>Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease through the Voice of Customer Survey</u></p> <p>Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services</p>
Financial Sustainability	<p>Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services</p> <p>Achieve high value procurement and contracts management outcomes</p> <p>Improve service efficiency by identifying new revenue streams and creating new opportunities for income</p>	<p>Review the Rating System to ensure optimum outcomes <u>by 2024</u></p> <p>Determine future funding requirements for community assets such Torrens Weir enhancement and replacement/strengthening of Adelaide Bridge</p> <p><u>100% of procurement is done in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets</u> Increase in forward procurement plans that reflect targets relating to climate resilience, Aboriginal and Torres Strait Islander employment and locally sourcing.</p> <p><u>Review the Procurement Policy and Guidelines to incorporate circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024</u></p> <p>Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with</p>



Outcome	Key Actions	Indicator of Success/Measures/Targets
		a focus on Asset Renewal Funding Ratio between 90% and 110%  Grow the share of non-rates based revenue

Outcome	Key Actions	Indicator of Success/Measures/Targets
People Engagement	<p>Attract and retain people with skills and behaviours which align with our organisational objectives and values</p> <p>Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, <a href="#">making the City of Adelaide an employer of choice</a></p> <p>Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation</p> <p>Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation</p>	<p>Aboriginal and Torres Strait Islander Employment Rate greater than 2%</p> <p>Deliver and maintain a Workforce Strategy <a href="#">by 2024</a></p> <p>Deliver a City of Adelaide Graduate Program</p> <p>Action recommendations from the Curtin University Thrive workplace culture survey and WHS targets to generate positive employee outcomes</p>
Strategy, Value and Efficiency	<p>Work with local, national and international partners <a href="#">to deliver the outcomes of the Strategic Management Framework</a> to move our city into the future</p> <p>Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive</p> <p>Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency</p>	<p>Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities <a href="#">by 2024</a></p> <p>Review the Strategic Planning Framework to ensure consistency and integration of governing documents <a href="#">in 2024</a></p> <p>Ensure Strategic and Capital Projects are delivered on time and on budget (target 75%)</p> <p>Business, Resident and City User Surveys identify overall satisfaction with Council services</p> <p>Review the Community Engagement approach <a href="#">by 2025</a>.</p> <p><a href="#">Develop baseline data for relevant measures in the Strategic Plan by 2024</a></p>
Technology and Information	<p>Focus on integration, digital opportunities and innovative solutions to support business efficiency and <a href="#">customer focused</a> performance improvements</p> <p>Continue to efficiently maintain the rich historical significance of our archival and civic collection</p>	<p>Deliver and maintain Business Systems Roadmap <a href="#">to support business efficiency</a></p> <p>Deliver Workforce Management System upgrades</p> <p>Implement data integration solutions for Customer Insights to drive efficiency outcomes</p> <p>Increase awareness and engagement of staff through the use of better systems</p> <p>Improve and drive efficiency outcomes through the integration of customer data and insights</p>

# Strategic Planning Framework

This Plan forms part of the City of Adelaide's suite of Strategic Management Plans.

<b>Strategic Plan Community</b>	Long Term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long Term Financial Plan Financial</b>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long term financial sustainability of the City of Adelaide.
<b>Asset Management Plans Infrastructure</b>	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
<b>City Plan Development / Built form</b>	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Structure of the Strategic Plan 2024-2028 and supporting documents:

## Long Term considerations

Vision	A vision for the future of Adelaide. A leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city.
Aspirations	That help articulate the vision, expressed as outcomes which help shape future policy positions of Council.

## Short Term considerations

Principles	Inform primary areas of focus to drive outcomes across the four-year plan.
Objectives and Outcomes	Describe what will be achieved and the strategies employed.
Key Actions	What is being delivered under each objective relevant to Council's responsibilities (How we will do it)
Indicators of Success/ Measures/Targets	Provide an understanding of what long term success looks like (Measures of Success)

## Resource Plan

The Strategic Plan is supported by a Resource Plan - the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year delivery over 2024-2028.

## List of related Strategies, Plans and Policies

To support the Strategic Management Planning environment, Council has a suite of related Strategies, Plans and Policies. These will be changed and refined over time to reflect the Strategic Plan delivery. The below list highlights the primary relationship of each related strategy, plan or policy, noting that some of these have multiple relationships to the aspirations. For a complete list of strategies, plans and policies, please visit the City of Adelaide website <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategies-plans-policies/>.

### Our Community

- Active City Strategy
- Adelaide Events Guidelines
- Adelaide Parklands Leasing and Licencing Policy
- Adelaide Parklands Management Strategy (statutory)
- Cultural Strategy
- Dog and Cat Management Plan (statutory)
- Smart Move Transport and Movement Strategy
- Stretch Reconciliation Action Plan
- Wellbeing Plan (statutory)

### Our Environment

- [Kadaltilla](#) / Adelaide Park Lands Authority Subsidiary Charter
- Integrated Biodiversity Management Plan
- Resilient East Regional Climate Change Action Plan
- Water Sensitive City Action Plan

### Our Economy

- Adelaide Economic Development Agency Subsidiary Charter
- Carbon Neutral Strategy
- Waste Resource Recovery Strategy
- Property Strategy

### Our Places

- Adelaide Central Market Authority Subsidiary Charter
- Heritage Strategy and Action Plan
- Disability Access and Inclusion Plan (statutory)
- Homelessness, Social Housing and Affordable Housing Policy

### Our Corporation

- By-Laws
- Community Land Management Plans (statutory)
- Annual Business Plan and Budget (statutory)
- Procurement Policy
- Consultation Policy

# **Draft**

# **Resource Plan**

# **2024 - 2028**

Council has also developed a Resource Plan which underpins this Plan by outlining the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council's decision making is informed by strategies, plans and policies that articulate the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

The role of a capital city council is diverse and complex, which impacts the way we deliver services. We are a leader, a service provider, a regulator, an owner, a facilitator and an advocate. By measuring the delivery of our objectives and key actions, our community will know what we have achieved. Targets provide further direction to ensure we are delivering on our vision for the future, while allowing Council to measure and track progress through quarterly reports and an Annual Report each year.

# Financial

## Financial Principles

To deliver on our priorities and ensure financial sustainability for current and future generations, the below Financial Principles have been applied:

- Continue to deliver current services and assets, indexed in line with Consumer Price Index (CPI)
- Fees and charges are equitable and responsive to changing community needs
- Ensure an effective rating system
- Maintain an operating surplus
- Capitalise on external funding opportunities through retiming projects to align to stakeholder objectives, recognising the potential need for increased borrowings in order to respond to opportunities
- Consider new and different revenue streams to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Capital renewal expenditure will be based on asset management plans
- Consider the disposal, purchase and /or repurposing of property assets to support community outcomes, without incurring a financial loss
- Borrowings may be used to fund new and upgrade projects (which include major projects)
- Ideally operations, expenses or renewal projects are funded from within budget.

When considering these principles, Council considers the service or project in the context of Council's:

- Roles and responsibilities;
- Statutory obligation;
- Ability to give effect to an adopted strategy, policy or plan;
- Levers and discretion to intervene to address market challenges, opportunities or failure; or
- Ability to gain value, efficiency or effectiveness in relation to dollars spent.

Council's Financial Principles ensure that Council's measures and targets can be met over the longer term.

## Financial Sustainability

The Council's financial resources have the capacity to absorb cyclical economic factors, social trends and financial shocks. Funding decisions are an important method of providing the capacity to meet financial sustainability in the medium and long term, along with planning, stability of revenue and costs, proportionality of revenues with benefits over time and a "balanced" operating result.

Financial sustainability is also central to supporting intergenerational equity (or fairness), which ensures that the costs associated with expenditure are spread over time relevant to the communities that will draw benefit. Council's Long Term Financial Plan has assumed that existing service levels are maintained while seeking efficiency improvements in line with appropriate planning, measures and benchmarks.

## Long Term Financial Plan

A high level ten-year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework. The key components of the plan are:

- Assessment of Council's current financial position and achieving longer term financial sustainability.
- Ensuring Financial Principles are met.
- Consideration of Council's appropriate role and responsibilities.
- Ensuring alignment with the Strategic Plan and maintenance of high priority expenditure programs.
- Ensuring alignment with agreed service provision and delivery standards.
- Ensuring alignment with Revenue and Financing guidelines, including Rating and Treasury Policies.
- Ensuring alignment with Asset Management Plans.
- Ensuring alignment with other plans and strategies.
- Costing proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- Rates Revenue in line with forecast inflation (in addition to growth from new developments).
- Fees and charges in line with forecast inflation.
- Salaries and wages forecasts based on enterprise agreements; once expired, Wage Price Index (WPI) applied.
- Other revenue and expenditure growth, in general, in line with forecast inflation.
- Interest rates relative to market expectations.
- Capital renewal expenditure in line with Asset Management Plans (AMPs).
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m per annum over current term of council and assumed continuation.

The Long Term Financial Plan will be periodically adjusted to reflect the recent decisions of Council to ensure sustainability is maintained.

## Four Year (Long Term) Financial Plan

Council's four year financial view, taken from the Long Term Financial Plan, provides the funding for Council's Strategic Plan. This period sees significant investment in Council priorities including upgrades to several streets, partnerships with the State Government on major projects such as the former Adelaide Aquatic Centre site, Strategic Property developments including the Franklin Street Bus Station redevelopment, Market Square and 88 O'Connell and ongoing delivery of core services. Significant renewal projects including Torrens Weir and ~~AdelaideKing William Street~~ Bridge influence future year comittments.

Indicators	2023-24	2024-25	2025-26	2026-27	2027-28
Operating Surplus Ratio - Target: 0%-20%	0.9%	1%	0.9%	2.8%	2.6%
Net Financial Liabilities - Target: Less than 80%	(1%)	15%	39%	38%	39%
Asset Renewal Funding Ratio - Target: 90%-110%	90%	93%	95%	98%	100%
Asset Test Ratio - Target: Maximum 50%	10%	13%	18%	18%	19%
Interest Expense Ratio - Target: Maximum 10%	0.4%	1.3%	1.7%	2.0%	2.3%
Leverage Test Ratio - Target: Maximum 1.5 years	0.2	0.3	0.5	0.5	0.5
Cash Flow from Operations Ratio -Target: < than 100%	101%	100%	102%	107%	107%
Borrowings	20%	26%	36%	36%	37%

## General Operating

### Operating Position

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Income</b>					
Rates Revenues	135,395	139,809	145,177	151,533	156,845
Statutory Charges	14,683	14,990	15,356	15,739	16,132
User Charges	70,002	64,926	66,509	74,101	75,951
Grants, Subsidies and Contributions	4,449	4,547	4,318	4,426	4,536
Investment Income	150	154	157	161	165
Reimbursements	338	346	355	364	373
Other Income	465	477	488	500	513
Total Income	225,481	225,249	232,361	246,825	254,516
<b>Expenses</b>					
Employee Costs	85,013	83,050	85,581	88,215	90,929
Materials, Contracts & Other Expenses	81,672	80,569	82,199	86,191	88,343
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675
Finance Costs	835	2,525	3,117	3,502	3,970
Total Expenses	223,561	222,980	230,250	239,920	247,917
<b>Operating Surplus</b>	1,920	2,268	2,111	6,905	6,598

### Rate revenue

Rates are an important source of revenue, accounting for approximately 60% of the total annual revenue. Council assumes a 3% growth in future rate income, primarily from valuation reviews and new properties.

### Other revenue

The Council operates a number of fee based facilities including the Adelaide Aquatic Centre, Adelaide Golf Links, UPark, Adelaide Town Hall and the Property Portfolio (including Adelaide Central Market). Each fee based facility provides valued services for ratepayers and visitors and is an important source of revenue. Council generates income from statutory charges, set by State Government legislation, in addition to the charging of fees for Council services including on-street parking-machine tickets and properties' premises hire income.

## Treasury Policy

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
Projections					
New Borrowings	20,285	17,515	20,921	5,005	3,626
Principal Paid	-	-	-	-	-
Gross Borrowings	70,568	87,666	108,587	113,592	117,219
Future Fund	40,384	39,967	39,967	39,967	39,967
Net Borrowings	30,184	47,699	68,620	73,625	77,252
Prudential Borrowing Limit	157,628	181,387	191,951	202,867	207,932

The Long Term Financial Plan identifies borrowing as an important funding source particularly for strategic expenditure relating to new and upgraded projects and Strategic Property activities. Borrowing is undertaken in accordance with Council's Treasury Policy which underpins decision making for the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments.



# Infrastructure and Property

## Asset Management

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
Major Projects	36,386	30,917	21,100	15,920	15,820
New and Upgrades	13,932	520	320	320	320
Renewal	50,416	48,682	51,932	52,739	54,922
Total Capital	100,734	80,119	73,352	68,979	71,062

The Council owns, and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. Asset Management Plans have been developed to provide effective and comprehensive management of its asset portfolio, with a three year view to deliver the required levels of service for the community and meet strategic and legislative requirements. Rolling condition audits provide information for the ongoing improvement of assets to ensure they inform the Annual Business Plan and Budget.

Renewal and replacement capital expenditure is based on asset management plans which consider the optimal timeframe for asset replacement based on whole of life costing. Total capital expenditure shall be managed in a way which avoids disruptive adjustments to activities, programs and revenue raising efforts.

## Property and New and Upgraded Assets

Council's property portfolio seeks to address strategic objectives for growth in the city and provides additional net revenue to Council, assisting to manage expenditure commitments. Consequently, it is important that both the value of the portfolio and its returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future.

The Property Strategy aims to optimise the performance of the property portfolio. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government to leverage their value, to meet strategic objectives or to sell under-performing assets with sale proceeds reinvested into new income generating opportunities.

## Resources

### Service Delivery Influences

Influences which may impact on the scope and level of services to be provided over the next four years include:

- Local Government Price Index increases on relevant goods and services, which has historically tracked at approximately 1% above the CPI.
- Current Enterprise Agreements for most staff provide for wages and salary increases of 3% and 4% from 2024.
- Increase in utility charges with indications that sustainability premiums will continue into the future.
- A stronger focus on renewals and maintenance of assets, specifically to mainstreets.
- Service and infrastructure needs for a growing and changing population in the city.
- Commitments to major projects and partnership initiatives.
- Council revenue from commercial operations and other fees and charges expected to be impacted due to fewer people working in the city post-COVID-19.
- Impact of increasing interest rates on Council's borrowings.

### Information Technology

Council recognises the strategic importance of technology investment to deliver integrated technology solutions that improve access to information, streamline processes, safeguard information and systems and encourage collaboration across the organisation, to enable the delivery of customer focused services to our community. The Business Systems Roadmap sets out the program of works over the next four years in Council's ongoing journey to be a digitally enabled, integrated, innovative, secure and inclusive Council.

Council has an ongoing program of works that focusses on four key areas:

- Customers at the centre: We understand our customers and provide services to meet their diverse needs.
- Secure and reliable: We train our staff and use technology to increase safety and security for our customers and their information.
- Data Driven: We use data and insights to improve our engagement and experiences with our customers and communities to make better and faster decisions.
- Seamless: Our services are simple, intuitive, with purpose and seamless for a better experience for our customers and communities.

### Our People

FTE	2023-24	2024-25	2025-26	2026-27	2027-28
Our Community	95.7	69.4	69.4	69.4	69.4
Our Environment	40.2	39.2	39.2	39.2	39.2
Our Economy	157	157	157	157	157
Our Places	321.3	321.3	321.3	321.3	321.3
Our Corporation	160.6	174.4	170.4	170.4	170.4
TOTAL	774.8	761.3	757.3	757.3	757.3

Appropriate resourcing capacity and capability is critical to deliver on the Strategic Plan responsibilities and be responsive to new and emerging challenges. Workforce planning enables the Corporation to attract, develop and retain the skills, knowledge and experience required to deliver across the duration of the Strategic Plan, and creating a performance culture in which individuals are aligned to delivering organisational priorities.

The Corporation, in the way it supports customers, conducts business, delivers services, develops its people and supports good governance must reflect the Council's vision and enable its achievement. The Corporation's commitment to be genuinely responsive to the changing needs of people, business and communities is paramount to the delivery of the Strategic Plan, requiring effective delivery now, and clear plans for the future.

A focus on efficiencies and continuous improvement will enable FTEs numbers to be maintained at current levels over the four-year period. At times, consultancy services or additional contract or temporary staff will be required to ensure our service delivery and people resources are scalable.

### Employee Values and Behaviours

At City of Adelaide our values provide the context for how we work together and with others. They are the standard against which we hold ourselves and others accountable. We are committed to building a high performing, inclusive and sustainable workplace for the future that is based on and fosters these values and recognises alignment to them is integral to our culture.

- Achievement
- Collaboration
- Customer Commitment
- Integrity
- Innovation

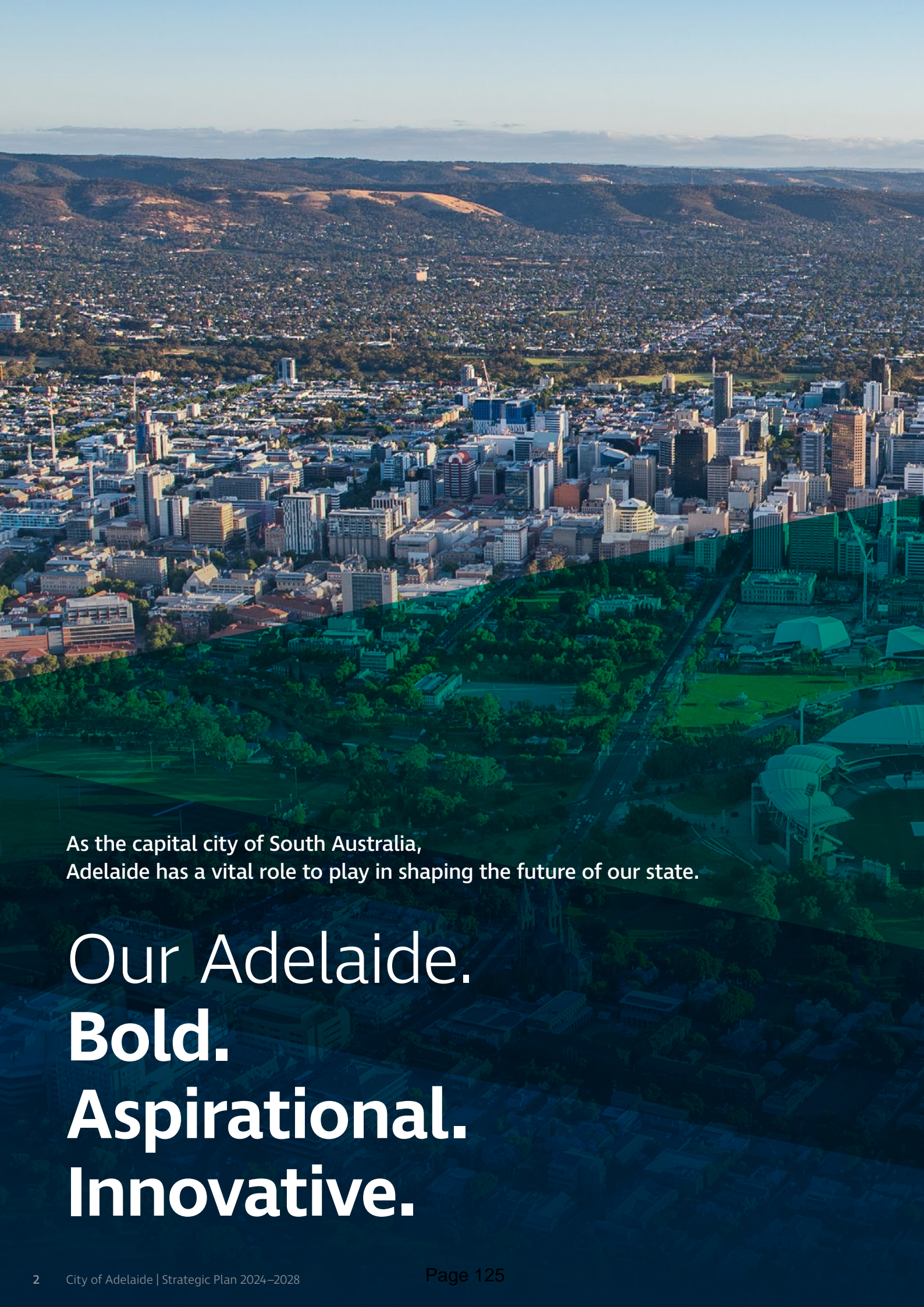
### Our Corporation's Purpose

As an organisation we will be:

- An exceptional service provider
- A reliable and trusted partner
- A professional administrator
- A high achieving, best practice organisation

# City of Adelaide Strategic Plan 2024–2028





As the capital city of South Australia,  
Adelaide has a vital role to play in shaping the future of our state.

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



To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

## **Our Community:**

### **Vibrant, connected and inclusive**

In ten years Adelaide will be a thriving Capital City with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community development and connections, and celebrate our cultural heritage and diversity.

## **Our Environment:**

### **Resilient, protected and sustainable**

In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity and sustainability and a community that is adaptive and resilient to climate change.

**Supported by:**

## **Our Corporation:**

### **High performing, customer-centric and bold**

In ten years people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability.

## **Our Economy:**

### **Growing, innovative and responsive**

In ten years Adelaide will have strengthened its role as the economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.

## **Our Places:**

### **Interesting, purposeful and safe**

In ten years Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be people oriented, safe, lively, accessible and accentuate its human

# Kurna Acknowledgement

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinthe.

City of Adelaide acknowledges the traditional Country of the Kurna 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 Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

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# Lord Mayor Introduction



Shaping the future of a city requires bold thinking and long-term planning.

The capital city council is custodian of the heart of our state and it's up to us to be both aspirational and audacious in our vision for Adelaide's CBD.

But we also need to deliver on the core business of council – roads, rates, and rubbish – if we want to be bold in other areas and live in a city of which we can be proud.

The City of Adelaide's Strategic Plan 2024-2028 charts a course for our Council to achieve its long-term goals across the economy, the environment and throughout our community.

This Strategic Plan aspires to improve our streetscapes, deliver economic viability for businesses, help property owners to better utilise and profit from their investment and boost residential access, affordability and amenity.

The Plan also maps out how Council can maintain its assets, reduce kerbside waste, achieve zero functional homelessness, and sensibly increase our population to 50,000 people by 2036.

It's also about providing certainty for business owners, potential investors, and residents – matched by a commitment to deliver on our promises.

Our residents, workers, and visitors are also an important part of our Strategic Plan, and we value your feedback during this consultation period.

The Strategic Plan gives us an opportunity to choose a different trajectory for Adelaide, and its future over the next four years.

But importantly, it will be our promise to deliver on our commitments.

Dr Jane Lomax-Smith AM

Lord Mayor City of Adelaide

# Council Members

Our Council Members for the 2022-2026 term of Council:



*From left to right:*

Councillor Mary Couros (North Ward), Councillor Arman Abrahamzadeh OAM (Area), Deputy Lord Mayor Keiran Snape (South Ward), Councillor Simon Hou (Central Ward), The Right Honourable Lord Mayor of Adelaide Dr Jane Lomax-Smith AM, Councillor David Elliott (Central Ward), Councillor Carmel Noon (Central Ward), Councillor Henry Davis (South Ward), Councillor Phillip Martin (North Ward), Councillor Janet Giles (Area), Councillor Dr Mark Siebentritt (South Ward), Councillor Jing Li (Central Ward)

# Our City

The City of Adelaide is the capital of South Australia and the heart of the state's civic, cultural and commercial life. Centre to a metropolitan area of 1.3 million residents and a state of 1.7 million residents, it is a local government with more than 26,000 residents. Our strategic planning needs to acknowledge and manage these dual responsibilities.

## We are bold, aspirational and innovative.

Built on the traditional lands of the Kaurna people with a rich and deep Aboriginal heritage, Colonel Light planned Adelaide in 1837 with an inspired idea: an active city centre and an abundance of open space with the River Torrens at its heart. Colonel Light laid out the streets surrounded by Park Lands with squares and gardens to offer relief to the urban form. The Park Lands are now heritage-listed and are cherished for their beautiful amenity, multiplicity of uses and unique role as a gateway to the city.

Our iconic Adelaide Central Market, Rundle Mall and Park Lands provide commercial, social and

green spaces for people to meet, play and relax. In its built form and public spaces, Adelaide is an attractive, contemporary city whose people take pride in urban design excellence and innovation while recognising and valuing the City's cultural and built form heritage and the unique features of Colonel Light's plan.

Adelaide's spirit and social wellbeing is complemented by its world-wide reputation for creating progressive and unique solutions to ensure the City's ongoing renewal. Adelaide is resilient, bold, trailblazing, enterprising and innovative. Withstanding the times of global social and economic disruption, Adelaide is emerging with a reputation of being a leading commercial, knowledge sharing and ideas exchange city.

Our city continues to recover from the impacts of COVID-19 pandemic and as we seek to strengthen what we know makes Adelaide one of the world's most liveable cities, we also know that we are in a position to look to the future and build a city that leverages our past to grow an exceptional Capital City that all South Australians can be proud of.

### Our City

**760<sub>ha</sub>**

Park Lands including 29 parks and six squares

**15.6<sub>km<sup>2</sup></sub>**

total land area

**14,660**

private dwellings

**12,265**

local businesses

**\$21.9<sub>b</sub>**

City of Adelaide Gross Regional Product.  
17.6% of Gross State Product

**157,498**

jobs

### Our Community

**26,120**

residents

**47%**

aged between 18 - 34

**20%**

aged 60 and over

**45%**

born overseas

**36%**

speak a language other than English

**26%**

study at Tafe or University

**50%**

renting

# Our Opportunities

**Our city and community have weathered challenges and uncertainty over the past few years – the post covid environment, inflation forecasts, housing crisis and climate change are at the top of Council's agenda. With these challenges comes opportunities.**

As our population changes, health, diversity, wellbeing and equity will continue to play important roles. In a decade, the number of, and the types of residents in our city will increase and be more diverse. The physical form of our city is changing to accommodate this growth through new developments. This provides an opportunity to better consider appropriate and **quality housing** for the expected 50,000 residents that will call our city home in the near future. Spatial planning will help to guide where this growth is best placed to occur, complemented by **revitalisation** of our streets and precincts where **year-round events** and **quality amenities** will support vibrancy, community connections, and celebrate our cultural heritage and diversity.

The pandemic required new ways of social connectivity, not only through digital means, but through the importance of more local based opportunities. Our city in the future will be a diverse collection of **unique neighbourhoods and precincts** and we have an opportunity to make sure our streets are lively, accessible, and promote connectivity.

In the future, the impacts of climate change will be more urgent so we will need to support our city to adapt and be **climate resilient**. We will ensure that our residents and visitors are prepared, and where possible protected, from adverse hazards such as heatwaves. Adelaide can be a nation leading **Green City in a Park**

with new ways to re-use old buildings and a **greener built form**, supporting a **circular economy** and **low-carbon city**. This will be demonstrated by showcasing the benefits of **green infrastructure**, increased biodiversity and a community that is adaptive and resilient to climate change.

Uncertain global economic conditions generated from COVID-19 recovery, resource and material shortages, logistical challenges, interest rate rises and international conflicts and geo-political tensions, are likely to continue and will impact national and local economies. These challenges have encouraged us to re-consider how we **procure**, how we increase our **local workforce**, how we can be **financially sustainable** and how we **partner** across all levels of government and with private enterprises.

We will focus on our economy and how people are choosing to work, **emerging industries** and the ongoing **digital transformation** through artificial intelligence and cashless transactions. We will support an inclusive, fair and thriving economy, enabling current and emerging businesses to be innovative and responsive to future needs.

The approach we take will help the city respond to the challenges that will unfold over the coming years and will have a transformative impact on our city, community and businesses.

# Our Role

**The City of Adelaide has developed this Strategic Plan (the Plan) as guided by the *Local Government Act (SA) 1999*, which requires councils to develop and adopt plans for the management of its area, and the *City of Adelaide Act 1998*. This Plan is supported by a Resource Plan which guides the finance, infrastructure and resources that underpin delivery over the next four years, as well as a suite of longer-term plans.**

In developing this Plan, we understand and acknowledge that the role of a capital city council is diverse and complex. As the Capital City Council for all South Australians, we have a responsibility to be outward looking, to work collaboratively with Federal, State and Local Governments and to demonstrate excellence, innovation and exceptional service provision. We have the opportunity to work collaboratively to achieve broad outcomes reinforcing the Council's significant and far-reaching role.

Our core role is delivering services to the community and the way we deliver these reflects the diversity of our responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.

This document articulates the key roles and duties that Council assumes and performs.

- **Leader:** Development of strategies, policies, programs and services.
- **Owner/Custodian:** Manage assets that are under the care and control of Council.
- **Regulator:** Undertake responsibilities pursuant to relevant legislation.

- **Information Provider:** Provision of information to the general community and identified stakeholders.
- **Advocate:** Represent the interests of our community to influence issues/opportunities that impact our city.
- **Facilitator/Initiator:** Bring together and/or engage with individuals, community groups, industry, government agencies and other stakeholders to address issues impacting the City.
- **Agent:** Managing the provision of services to the community on behalf a third party (e.g. State or Federal Government) where there is demonstrated need and significant benefit to the community.
- **Direct Provider:** Deliver services, projects or programs without resources from external parties.
- **Partner:** Work with others to deliver service, program or project outcomes. We will continue to build strong partnerships to advocate for the benefit of the city and leverage these to seek co-investment, grants and contributions to the benefit of our community. Key partnerships include those with the Federal, State and Local Government sectors, and strategic non-government (private sector, community groups and not-for-profit) organisations.



# Our Response

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. Over the past decade, we have heard from our community that our city must grow if we want to thrive, but this growth should not come at the expense of what has made our city one of the most liveable in the world.

To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability.



# Our Community

vibrant, connected and inclusive

Our Objective is to:

- Support our communities to thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures



Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Drive housing outcomes that attract and retain residents in our city</b></p>	<p>Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness</p> <p>Contribute towards achieving Zero Functional Homelessness</p> <p>Support increased residential growth and housing affordability through partnerships and advocacy</p> <p>Reduce rental pressures by increasing supply and unlocking properties for long-term tenants</p>	<p>Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy</p> <p>An increase in the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy</p> <p>An increase in the number of people living in the city from 26,000 to 50,000 by 2036</p> <p>A reduction to functional zero in the incidences of people sleeping rough or experiencing homelessness by 2026 in line with Council's Homelessness Strategy</p> <p>An increase in the share of family households from 12.5% to 15% living in the city</p> <p>29 State Government housing outcomes per month are provided in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit</b></p>	<p>Enable community-led services that provide ways for our community to connect and participate in active lifestyles, leisure, recreation and sport</p> <p>Drive social change and strengthen communities through locally-driven arts, cultural and recreational led activities that enhance social cohesion/inclusion and welcome visitors</p> <p>Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.</p> <p>Lead and create opportunities for people to expand knowledge and skills, to learn and master</p>	<p>An increase in residents' wellbeing from 70% to 75% life satisfaction</p> <p>Develop a target to track increases in participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide</p> <p>Review the Active City Strategy by 2025</p> <p>Develop an overarching grants policy to support diversity in arts, culture, community development, recreation and wellbeing by 2025</p> <p>Review library and community centre service delivery model to better meet the evolving community's need by 2025.</p> <p>Develop a Community Wellbeing Plan</p> <p>An increase in diverse opportunities for volunteer participation in line with the national standards</p>
<p><b>Be an inclusive and welcoming community that people feel a sense of belonging</b></p>	<p>Champion Reconciliation and recognition of Aboriginal and Torres Strait Islander peoples and culture by identifying opportunities to celebrate and elevate Kaurua culture and connection to Country</p> <p>Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services</p> <p>Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city</p> <p>Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all</p>	<p>Establish and deliver a new Stretch Reconciliation Action Plan by 2024</p> <p>Develop a target to increase the number of Aboriginal and Torres Strait Islander-led community reconciliation activities</p> <p>Promote multicultural events and activities in our city</p> <p>Establish and deliver a new Diversity, Access and Inclusion Plan by 2024</p> <p>Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs</p> <p>Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities</p>



# Our Environment

## resilient, protected and sustainable

Our Objective is to:

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Lead as a Low Carbon Emissions City</b>	<p>Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</p> <p>Generate, lead and support new circular economy activities to support sustainability and economic outcomes</p> <p>Work with partners including universities, and researchers to innovate and transform carbon reliance</p> <p>Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration</p>	<p>Develop a target to increase green infrastructure in our assets to support our environment</p> <p>Increase the number of electric vehicle charging stations from 54 in line with Council's Climate Strategy</p> <p>Public electric vehicle charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions.</p> <p>Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes</p> <p>Support a 50% reduction in the city's community greenhouse gas emissions by 2030 from the 2020 baseline with an ambition to be net zero by 2035</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Be a sustainable climate resilient city and embed climate resilience in all that we do</b></p>	<p>Work with our partners to plan for, lead and educate our community on a climate resilient future</p> <p>Advocate and partner in the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes</p> <p>Work with partners to access data to track the number of green upgrades or new buildings</p> <p>Provide progressive waste management and resource recovery services</p> <p>Partner with the community to divert more waste from landfill</p>	<p>Develop a Sustainability Governance and Reporting Framework and capture and share data and learnings</p> <p>All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures</p> <p>Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy</p> <p>50 dwellings are delivered annually through adaptive reuse of underutilised buildings</p> <p>All new dwellings built from 2025 are fully electric (no internal gas supply)</p> <p>5% of waste is dealt with in the City of Adelaide</p> <p>Divert 80% of residential kerbside waste collection from landfill</p>
<p><b>Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value</b></p>	<p>Continue the support for the Kadaltilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans</p> <p>Lead and advocate for the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</p> <p>Protect and restore native habitat in our City</p> <p>Work with partners to create innovative ways to create or convert underutilised areas to green space,</p> <p>Advocate for no new development in the Park Lands and returning Park Lands that have been alienated</p>	<p>There is a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030</p> <p>Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy</p> <p>Support 40% tree canopy cover by 2035</p> <p>Develop a target to increase green spaces to support our environment</p> <p>Achieve world heritage listing of our Park Lands, and protect their national heritage listing status and pursue State Heritage Listing to strengthen protections</p> <p>No net loss of Park Lands</p> <p>Review and update the Integrated Biodiversity Management Plan 2018-2023</p>

# Our Economy

## growing, innovative and responsive

Our Objective is to:

- Continue to grow our economy in alignment with the community
- Support existing businesses to be agile and responsive to change
- Create strong skilled workforces

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Adelaide's unique experiences and opportunities attract visitors to our city</b></p>	<p>Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans as a unique cultural experience</p> <p>Partner with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities</p> <p>Refresh the way in which information is provided to visitors to the City</p> <p>Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business</p>	<p>Deliver the key actions of ACMA</p> <p>An increase in the number of people who visit the city from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation</p> <p>An increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy</p> <p>An increase in spend across the city</p> <p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Grow a dynamic holistic economy to achieve a critical mass of jobs, investment and attract and retain businesses</b></p>	<p>Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans as the City's reshapes following COVID-19 impacts</p> <p>Provide services and information that contribute towards a high productivity economy</p> <p>Work with partners, universities and businesses to attract investment and improve employment opportunities</p> <p>Create partnerships to grow and develop current and emerging sectors such as medical, technology, creative and professional services sectors</p> <p>Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our City</p>	<p>Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product</p> <p>Deliver and implement a City of Adelaide Economic Development Strategy by 2024 to drive growth</p> <p>Deliver the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment</p> <p>Deliver economic data and insights to our business community</p> <p>An increase of businesses who think the city is a good place to do business from 64% to 75%</p> <p>An increase in the number of new businesses and investment in the city</p> <p>Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement</p>
<p><b>Create new Council driven development opportunities for our community via diverse commercial activities</b></p>	<p>Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell, Market Square and the former Bus Station</p> <p>Establish the Future Fund to support investment in revenue generating activities to reduce ratepayer burden</p>	<p>Review the Strategic Property Action Plan in 2024 to manage opportunities including car parks and other commercial assets for our community</p> <p>Develop sales and tenancy targets associated with City of Adelaide housing developments</p> <p>Develop and implement governance arrangements for the Future Fund</p>

# Our Places

interesting, purposeful and safe

Our Objective is to:

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Our community assets are adaptable and responsibly maintained</b></p>	<p>Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique</p> <p>Create new assets to meet emerging community needs</p> <p>Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, enabling connections into and out of the city</p> <p>Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities</p>	<p>Commence the design of the Hindley Street upgrade project by 2023/2024</p> <p>Commence the design of the Gouger Street upgrade project by 2023/2024</p> <p>Commence the design of the O’Connell Street upgrade project by 2024/2025</p> <p>Commence the design of the Hutt Street upgrade project by 2024/2025</p> <p>Commence the design of the Melbourne Street upgrade project by 2025/2026</p> <p>Develop and implement an Integrated Transport Strategy by 2024</p> <p>Revise the Asset Management Plans by June 2024</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<p><b>Encourage bold, interesting and purposeful development that supports the changing needs of our community and city</b></p>	<p>Lead the development of a City Plan that provides guidance on city growth, development, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home</p> <p>Create and advocate for multiuse green spaces such as open space, community gardens and pocket parks that enable shared use and community connection</p> <p>Encourage repurposing, adaptive reuse and improvement of buildings and facilities</p> <p>Support the development of diverse and affordable office spaces and housing</p> <p>Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings</p>	<p>Develop the City Plan by 2024</p> <p>An increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%</p> <p>An increase in the number of dwellings in our city from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031</p> <p>15% of new dwellings are available as affordable purchase or rental to low and moderate income earners</p> <p>No net loss of local heritage places and maintain a minimum of 1,850 places</p> <p>Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025</p> <p>Deliver conservation management plans for heritage assets by 2025</p>
<p><b>Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community</b></p>	<p>Maintain and improve disability, LGBTQIA+ and vulnerable or minority group access and inclusion</p> <p>Create opportunities for sustained activation in the city through outdoor dining, parking, leases and licences</p> <p>Encourage interesting and unique experiences in public spaces through permit management</p> <p>Support businesses to operate safely</p> <p>Provide services that encourage responsible pet ownership</p>	<p>Achieve Disability Access compliance in all new and upgraded infrastructure</p> <p>Review the Disability Access and Inclusion Plan</p> <p>Review the Wellbeing Plan</p> <p>Review the Dog and Cat Management Plan</p> <p>Review and implement by-laws which respond to community needs</p>

# Our Corporation

high performing,  
customer-centric and bold

Our Objective is to:

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Effective Leadership and Governance</b>	<p>Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions</p> <p>Enable effective governance, risk management, accountability and transparency at all times in decision making</p>	<p>Implement a Pro Disclosure Policy by June 2024</p> <p>Reduce the number of items and Council decisions considered and held in confidence</p> <p>Deliver a robust internal audit program that aligns to service outcomes</p> <p>Review and monitor the Governance Structure to ensure best practice decision making and enable effective advice for Council's undertakings</p> <p>Review Emergency Management Plans and response by 2025</p>
<b>Exceptional Customer Experience</b>	<p>Listen and respond to our community, embedding their perspective to support decision-making</p> <p>Focus on the experience of our customers to ensure outcomes meet expectations</p> <p>Promote and communicate the work of Council</p>	<p>Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease</p> <p>Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services</p>
<b>Technology and Information</b>	<p>Focus on integration, digital opportunities and innovative solutions to support business efficiency and customer focused performance improvements</p> <p>Continue to efficiently maintain the rich historical significance of our archival and civic collection</p>	<p>Deliver and maintain Business Systems Roadmap to support business efficiency</p> <p>Deliver Workforce Management System upgrades</p> <p>Implement data integration solutions for Customer Insights to drive efficiency outcomes</p> <p>Increase awareness and engagement of staff through the use of better systems</p> <p>Improve and drive efficiency outcomes through the integration of customer data and insights</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Financial Sustainability</b>	<p>Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services</p> <p>Achieve high value procurement and contracts management outcomes</p> <p>Improve service efficiency by identifying new revenue streams and creating new opportunities for income</p>	<p>Review the Rating System to ensure optimum outcomes by 2024</p> <p>Determine future funding requirements for community assets such Torrens Weir enhancement and replacement/ strengthening of Adelaide Bridge</p> <p>100% of procurement is done in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets Review the Procurement Policy and Guidelines to incorporate circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024</p> <p>Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with a focus on Asset Renewal Funding Ratio between 90% and 110%</p> <p>Grow the share of non-rates based revenue</p>
<b>People Engagement</b>	<p>Attract and retain people with skills and behaviours which align with our organisational objectives and values</p> <p>Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, making the City of Adelaide an employer of choice</p> <p>Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation</p> <p>Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation</p>	<p>Aboriginal and Torres Strait Islander Employment Rate greater than 2%</p> <p>Deliver and maintain a Workforce Strategy by 2024</p> <p>Deliver a City of Adelaide Graduate Program</p> <p>Action recommendations from the Curtin University Thrive workplace culture survey and WHS targets to generate positive employee outcomes</p>
<b>Strategy, Value and Efficiency</b>	<p>Work with local, national and international partners to deliver the outcomes of the Strategic Management Framework to move our city into the future</p> <p>Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive</p> <p>Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency</p>	<p>Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities by 2024</p> <p>Review the Strategic Planning Framework to ensure consistency and integration of governing documents in 2024</p> <p>Ensure Strategic and Capital Projects are delivered on time and on budget (target 75%)</p> <p>Business, Resident and City User Surveys identify overall satisfaction with Council services</p> <p>Review the Community Engagement approach by 2025</p> <p>Develop baseline data for relevant measures in the Strategic Plan by 2024</p>



# Strategic Planning Framework

This Plan forms part of the City of Adelaide's suite of Strategic Management Plans.

<b>Strategic Plan</b> Community	Long Term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long Term Financial Plan</b> Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets
<b>City Plan</b> Development/ Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Structure of the Strategic Plan 2024-2028 and supporting documents:

## Long Term considerations

Vision	A vision for the future of Adelaide. A leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the city.
Aspirations	That help articulate the vision, expressed as outcomes which help shape future policy positions of Council.

## Short Term considerations

Principles	Inform primary areas of focus to drive outcomes across the four-year plan.
Objectives and Outcomes	Describe what will be achieved and the strategies employed.
Key Actions	What is being delivered under each objective relevant to Council's responsibilities <i>(How we will do it)</i>
Indicators of Success/ Measures/Targets	Provide an understanding of what long term success looks like <i>(Measures of Success)</i>

## Resource Plan

The Strategic Plan is supported by a Resource Plan - the financial, and non-financial resources require for the Administration to enable and support the Strategic Plan's four-year delivery over 2024-2028.

## List of related Strategies, Plans and Policies

To support the Strategic Management Planning environment, Council has a suite of related Strategies, Plans and Policies. These will be changed and refined over time to reflect the Strategic Plan delivery. The below list highlights the primary relationship of each related strategy, plan or policy, noting that some of these have multiple relationships to the aspirations. For a complete list of strategies, plans and policies, please visit the City of Adelaide website <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategies-plans-policies/>.

### Our Community

- Active City Strategy
- Adelaide Events Guidelines
- Adelaide Parklands Leasing and Licencing Policy
- Adelaide Parklands Management Strategy (statutory)
- Cultural Strategy
- Dog and Cat Management Plan (statutory)
- Smart Move Transport and Movement Strategy
- Stretch Reconciliation Action Plan
- Wellbeing Plan (statutory)

### Our Environment

- Integrated Biodiversity Management Plan
- Kadaltilla / Adelaide Park Lands Authority Subsidiary Charter
- Resilient East Regional Climate Change Action Plan
- Water Sensitive City Action Plan

### Our Economy

- Adelaide Economic Development Agency Subsidiary Charter
- Carbon Neutral Strategy
- Property Strategy
- Waste Resource Recovery Strategy

### Our Places

- Adelaide Central Market Authority Subsidiary Charter
- Disability Access and Inclusion Plan (statutory)
- Heritage Strategy and Action Plan
- Homelessness, Social Housing and Affordable Housing Policy

### Our Corporation

- Annual Business Plan and Budget (statutory)
- By-Laws
- Community Land Management Plans (statutory)
- Consultation Policy
- Procurement Policy

# Resource Plan

## 2024 - 2028

Council has also developed a Resource Plan which underpins this Plan by outlining the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council's decision making is informed by strategies, plans and policies that articulate the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

The role of a capital city council is diverse and complex, which impacts the way we deliver services. We are a leader, a service provider, a regulator, an owner, a facilitator and an advocate. By measuring the delivery of our objectives and key actions, our community will know what we have achieved. Targets provide further direction to ensure we are delivering on our vision for the future, while allowing Council to measure and track progress through quarterly reports and an Annual Report each year.

# Financial

## Financial Principles

To deliver on our priorities and ensure financial sustainability for current and future generations, the below Financial Principles have been applied:

- Continue to deliver current services and assets, indexed in line with Consumer Price Index (CPI)
- Fees and charges are equitable and responsive to changing community needs
- Ensure an effective rating system
- Maintain an operating surplus
- Capitalise on external funding opportunities through retiming projects to align to stakeholder objectives, recognising the potential need for increased borrowings in order to respond to opportunities
- Consider new and different revenue streams to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Capital renewal expenditure will be based on asset management plans
- Consider the disposal, purchase and /or repurposing of property assets to support community outcomes, without incurring a financial loss
- Borrowings may be used to fund new and upgrade projects (which include major projects)
- Ideally operations, expenses or renewal projects are funded from within budget.

When considering these principles, Council considers the service or project in the context of Council's:

- Roles and responsibilities;
- Statutory obligation;
- Ability to give effect to an adopted strategy, policy or plan;
- Levers and discretion to intervene to address market challenges, opportunities or failure; or
- Ability to gain value, efficiency or effectiveness in relation to dollars spent.

Council's Financial Principles ensure that Council's measures and targets can be met over the longer term.

## **Financial Sustainability**

The Council's financial resources have the capacity to absorb cyclical economic factors, social trends and financial shocks. Funding decisions are an important method of providing the capacity to meet financial sustainability in the medium and long term, along with planning, stability of revenue and costs, proportionality of revenues with benefits over time and a "balanced" operating result.

Financial sustainability is also central to supporting intergenerational equity (or fairness), which ensures that the costs associated with expenditure are spread over time relevant to the communities that will draw benefit. Council's Long Term Financial Plan has assumed that existing service levels are maintained while seeking efficiency improvements in line with appropriate planning, measures and benchmarks.

## **Long Term Financial Plan**

A high level ten-year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework. The key components of the plan are:

- Assessment of Council's current financial position and achieving longer term financial sustainability.
- Ensuring Financial Principles are met.
- Consideration of Council's appropriate role and responsibilities.
- Ensuring alignment with the Strategic Plan and maintenance of high priority expenditure programs.
- Ensuring alignment with agreed service provision and delivery standards.
- Ensuring alignment with Revenue and Financing guidelines, including Rating and Treasury Policies.
- Ensuring alignment with Asset Management Plans.
- Ensuring alignment with other plans and strategies.
- Costing proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- Rates Revenue in line with forecast inflation (in addition to growth from new developments).
- Fees and charges in line with forecast inflation.
- Salaries and wages forecasts based on enterprise agreements; once expired, Wage Price Index (WPI) applied.
- Other revenue and expenditure growth, in general, in line with forecast inflation.
- Interest rates relative to market expectations.
- Capital renewal expenditure in line with Asset Management Plans (AMPs).
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m per annum over current term of council and assumed continuation.

The Long Term Financial Plan will be periodically adjusted to reflect the recent decisions of Council to ensure sustainability is maintained.

## Four Year (Long Term) Financial Plan

Council's four year financial view, taken from the Long Term Financial Plan, provides the funding for Council's Strategic Plan. This period sees significant investment in Council priorities including upgrades to several streets, partnerships with the State Government on major projects such as the former Adelaide Aquatic Centre site, Strategic Property developments including the Franklin Street Bus Station redevelopment, Market Square and 88 O'Connell and ongoing delivery of core services. Significant renewal projects including Torrens Weir and Adelaide Bridge influence future year commitments.

Indicators	2023–24	2024–25	2025–26	2026–27	2027–28
Operating Surplus Ratio – Target: 0%–20%	0.9%	1%	0.9%	2.8%	2.6%
Net Financial Liabilities – Target: Less than 80%	(1%)	15%	39%	38%	39%
Asset Renewal Funding Ratio – Target: 90%-110%	90%	93%	95%	98%	100%
Asset Test Ratio – Target: Maximum 50%	10%	13%	18%	18%	19%
Interest Expense Ratio – Target: Maximum 10%	0.4%	1.3%	1.7%	2.0%	2.3%
Leverage Test Ratio – Target: Maximum 1.5 years	0.2	0.3	0.5	0.5	0.5
Cash Flow from Operations Ratio – Target: < than 100%	101%	100%	102%	107%	107%
Borrowings	20%	26%	36%	36%	37%

## General Operating

### Operating Position

\$'000s	2023–24	2024–25	2025–26	2026–27	2027–28
<b>Income</b>					
Rates Revenues	135,395	139,809	145,177	151,533	156,845
Statutory Charges	14,683	14,990	15,356	15,739	16,132
User Charges	70,002	64,926	66,509	74,101	75,951
Grants, Subsidies and Contributions	4,449	4,547	4,318	4,426	4,536
Investment Income	150	154	157	161	165
Reimbursements	338	346	355	364	373
Other Income	465	477	488	500	513
<b>Total Income</b>	<b>225,481</b>	<b>225,249</b>	<b>232,361</b>	<b>246,825</b>	<b>254,516</b>
<b>Expenses</b>					
Employee Costs	85,013	83,050	85,581	88,215	90,929
Materials, Contracts & Other Expenses	81,672	80,569	82,199	86,191	88,343
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675
Finance Costs	835	2,525	3,117	3,502	3,970
<b>Total Expenses</b>	<b>223,561</b>	<b>222,980</b>	<b>230,250</b>	<b>239,920</b>	<b>247,917</b>
<b>Operating Surplus</b>	<b>1,920</b>	<b>2,268</b>	<b>2,111</b>	<b>6,905</b>	<b>6,598</b>

## Rate Revenue

Rates are an important source of revenue, accounting for approximately 60% of the total annual revenue. Council assumes a 3% growth in future rate income, primarily from valuation reviews and new properties.

## Other revenue

The Council operates a number of fee based facilities including the Adelaide Aquatic Centre, Adelaide Golf Links, UPark, Adelaide Town Hall and the Property Portfolio (including Adelaide Central Market). Each fee based facility provides valued services for ratepayers and visitors and is an important source of revenue. Council generates income from statutory charges, set by State Government legislation, in addition to the charging of fees for Council services including on-street parking-machine tickets and properties' premises hire income.

## Treasury Policy

\$'000s	2023–24	2024–25	2025–26	2026–27	2027–28
Projections					
New Borrowings	20,285	17,515	20,921	5,005	3,626
Principal Paid	-	-	-	-	-
Gross Borrowings	70,568	87,666	108,587	113,592	117,219
Future Fund	40,384	39,967	39,967	39,967	39,967
Net Borrowings	30,184	47,699	68,620	73,625	77,252
Prudential Borrowing Limit	157,628	181,387	191,951	202,867	207,932

The Long Term Financial Plan identifies borrowing as an important funding source particularly for strategic expenditure relating to new and upgraded projects and Strategic Property activities. Borrowing is undertaken in accordance with Council's Treasury Policy which underpins decision making for the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments.

# Infrastructure and Property

## Asset Management

£'000s	2023–24	2024–25	2025–26	2026–27	2027–28
Major Projects	36,386	30,917	21,100	15,920	15,820
New and Upgrades	13,932	520	320	320	320
Renewal	50,416	48,682	51,932	52,739	54,922
<b>Total Capital</b>	<b>100,734</b>	<b>80,119</b>	<b>73,352</b>	<b>68,979</b>	<b>71,062</b>

The Council owns, and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. Asset Management Plans have been developed to provide effective and comprehensive management of its asset portfolio, with a three year view to deliver the required levels of service for the community and meet strategic and legislative requirements. Rolling condition audits provide information for the ongoing improvement of assets to ensure they inform the Annual Business Plan and Budget.

Renewal and replacement capital expenditure is based on asset management plans which consider the optimal timeframe for asset replacement based on whole of life costing. Total capital expenditure shall be managed in a way which avoids disruptive adjustments to activities, programs and revenue raising efforts.

## Property and New and Upgraded Assets

Council's property portfolio seeks to address strategic objectives for growth in the city and provides additional net revenue to Council, assisting to manage expenditure commitments. Consequently, it is important that both the value of the portfolio and its returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future.

The Property Strategy aims to optimise the performance of the property portfolio. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government to leverage their value, to meet strategic objectives or to sell under-performing assets with sale proceeds reinvested into new income generating opportunities.



# Resources

## Service Delivery Influences

Influences which may impact on the scope and level of services to be provided over the next four years include:

- Local Government Price Index increases on relevant goods and services, which has historically tracked at approximately 1% above the CPI.
- Current Enterprise Agreements for most staff provide for wages and salary increases of 3% and 4% from 2024.
- Increase in utility charges with indications that sustainability premiums will continue into the future.
- A stronger focus on renewals and maintenance of assets, specifically to mainstreets.
- Service and infrastructure needs for a growing and changing population in the city.
- Commitments to major projects and partnership initiatives.
- Council revenue from commercial operations and other fees and charges expected to be impacted due to fewer people working in the city post-COVID-19.
- Impact of increasing interest rates on Council's borrowings.

## Information Technology

Council recognises the strategic importance of technology investment to deliver integrated technology solutions that improve access to information, streamline processes, safeguard information and systems and encourage collaboration across the organisation, to enable the delivery of customer focused services to our community. The Business Systems Roadmap sets out the program of works over the next four years in Council's ongoing journey to be a digitally enabled, integrated, innovative, secure and inclusive Council.

Council has an ongoing program of works that focusses on four key areas:

- Customers at the centre: We understand our customers and provide services to meet their diverse needs.
- Secure and reliable: We train our staff and use technology to increase safety and security for our customers and their information.
- Data Driven: We use data and insights to improve our engagement and experiences with our customers and communities to make better and faster decisions.
- Seamless: Our services are simple, intuitive, with purpose and seamless for a better experience for our customers and communities.

## Our People

FTE	2023–24	2024–25	2025–26	2026–27	2027–28
Our Community	95.7	69.4	69.4	69.4	69.4
Our Environment	40.2	39.2	39.2	39.2	39.2
Our Economy	157	157	157	157	157
Our Places	321.3	321.3	321.3	321.3	321.3
Our Corporation	160.6	174.4	170.4	170.4	170.4
<b>TOTAL</b>	<b>774.8</b>	<b>761.3</b>	<b>757.3</b>	<b>757.3</b>	<b>757.3</b>

Appropriate resourcing capacity and capability is critical to deliver on the Strategic Plan responsibilities and be responsive to new and emerging challenges. Workforce planning enables the Corporation to attract, develop and retain the skills, knowledge and experience required to deliver across the duration of the Strategic Plan, and creating a performance culture in which individuals are aligned to delivering organisational priorities.

The Corporation, in the way it supports customers, conducts business, delivers services, develops its people and supports good governance must reflect the Council’s vision and enable its achievement. The Corporation’s commitment to be genuinely responsive to the changing needs of people, business and communities is paramount to the delivery of the Strategic Plan, requiring effective delivery now, and clear plans for the future.

A focus on efficiencies and continuous improvement will enable FTE numbers to be maintained at current levels over the four-year period. At times, consultancy services or additional contract or temporary staff will be required to ensure our service delivery and people resources are scalable.

### Employee Values and Behaviours

At City of Adelaide our values provide the context for how we work together and with others. They are the standard against which we hold ourselves and others accountable. We are committed to building a high performing, inclusive and sustainable workplace for the future that is based on and fosters these values and recognises alignment to them is integral to our culture.

- Achievement
- Collaboration
- Customer Commitment
- Integrity
- Innovation

### Our Corporation’s Purpose

As an organisation we will be:

- An exceptional service provider
- A reliable and trusted partner
- A professional administrator
- A high achieving, best practice organisation



## **Adelaide. Designed for Life.**

### **City of Adelaide**

25 Pirie Street  
Adelaide SA 5000

**P** 08 8203 7203

**W** [cityofadelaide.com.au](http://cityofadelaide.com.au)

## 2024/25 Business Plan and Budget Process Overview

Strategic Alignment - Enabling Priorities

**5 December 2023**  
**City Finance and  
Governance Committee**

**Presenter:** Chief Operating  
Officer

Public

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## PURPOSE OF WORKSHOP

The *Local Government Act 1999* provides direction on strategic, financial, asset and annual planning. The Act also articulates clear principles to be observed for strategic and business planning, including being responsive to community needs, collaboration across government, responsible services, and financial management.

The purpose of the Business Plan and Budget is to demonstrate responsible management of public funds to support community outcomes, represents Council commitment to the community through annual priorities and proposed deliverables for the year and how these align to our Services, Strategies and Action Plans, and articulates the challenges and opportunities of the current environment.

The workshop will outline:

- the context of Business Plan and Budget development
- the proposed timeframes in developing the 2024/25 Business Plan and Budget
- foundations to building a Business Plan and Budget
- explanation of how we develop a base budget

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- END OF REPORT -

City of Adelaide

# 2024/25 Business Plan and Budget

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## Proposed Process Overview

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### **Council Member role for this presentation:**

- Note context of Business Plan and Budget development
- To receive the proposed timeframes
- To understand the foundation to building a Business Plan and Budget
- To understand how we develop a base budget

5 December 2023

Manager Strategy, Insights and Performance  
Manager Finance and Procurement

# Context

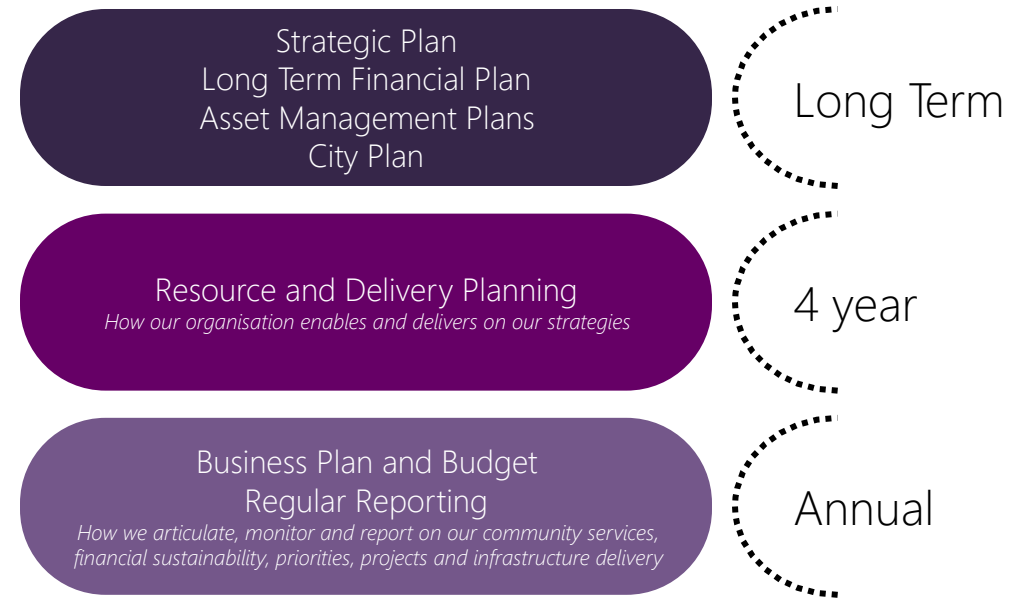
## Why we develop a Business Plan and Budget

The *Local Government Act 1999* provides direction on strategic, financial, asset and annual planning. The Act also articulates clear principles to be observed for strategic and business planning, including being responsive to community needs, collaboration across government, responsible services, and financial management.

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- Demonstrates responsible management of public funds to support community outcomes
- Represents Council commitment to the community and incorporates the legislatively required annual priorities
- Outlines Council's proposed deliverables for the year and how these align to our Services, Strategic Plan, Long Term Financial Plan, Asset Management Plans and other endorsed Strategies and Action Plans
- Articulates the challenges and opportunities of the current environment

## A Business Plan and Budget is a critical planning and delivery element of Council's Strategic Management Framework.



*Other Plan and Budget considerations include: Community needs and aspirations, government vision and direction, subsidiary operations, Council policy positions and response to emerging risks, opportunities and priorities*

# Council Member Overview

## Building a Plan and Budget Council Member Experience

Over the coming months, Council will consider:

- Commitments for 2024/25 and beyond
- **Alignment to the Strategic Management Framework** – including a new Strategic Plan, LTFP, Asset Management Plans, City Plan, supporting plans, strategies and policies.
- **Context and Related activities** – Council's work in progress, priorities, opportunities and emerging issues
- The **timeframes and process** to develop the BP&B
- **Financial sustainability** – the parameters, principles and assumptions that guide the BPB
- **Financial levers** – borrowings, rates and income generation, reprioritisation of costs
- **Delivery planning** – how Council implements the Strategic Plan and prioritises of projects and infrastructure works
- **Program and Service requirements** – the service delivery needs for our community and meeting their expectations
- **Community consultation** – community views and sentiment on
- **Adoption** - finalising 2024/25 BP&B in June 2024 and implementing

The foundation of the BP&B is based on understanding:

- Strategy and policy implementation
- Council resolutions
- Long Term Financial Plan
- Asset Management Plans
- Community expectations for Service delivery
- Partnerships
- Potential grant funding available
- Priorities for the year ahead
  - ✓ Main Streets
  - ✓ Economic Development
  - ✓ Housing
  - ✓ Environment
  - ✓ Transport
  - ✓ Funding/Revenue

# Proposed 2024/25 BPB Timeline

Date	Forum	Role	Theme	Topic
5 December	CFG Workshop	Noting	Introduction	Introduction and foundation to building a BP&B (Roadmap)
12 December	Special CEO Briefing	Noting	Rates	Rate Review Discussion
6 February	Special CEO Briefing	Noting	Budget	Financial Sustainability and what underpins the 2024/25 BP&B (Parameters, Assumptions and Principles)
13 February	Special CEO Briefing	Noting	Plan Context	Planning and priorities – Strategy, LTFP, AMP, Opportunities/Emerging Issues
16 February	Audit and Risk Committee	Endorse	Budget	Financial Sustainability and what underpins the 2024/25 BP&B (Parameters, Assumptions and Principles)
20 February	CFG (Workshop)	Discuss	Plan and Budget	Overview of Program delivery (including services and subsidiaries), base budget
March	Special Committee (Workshop) - TBC	Discuss	Plan and Budget	Operating Budget: (Strategic) Projects, Priorities and budget levers available
19 March	CFG (Workshop)	Discuss	Plan and Budget	Capital Budget: Projects, Priorities and budget levers available
9 April	Council	Endorse	Key Projects	Final list of Strategic and Capital projects
16 April	Committee (Report)	Endorse	Draft	Draft 2024/25 BP&B for community consultation purposes
May	-	Participate	Consultation	21-day Community Consultation (including presentation of Draft 2024/25 BP&B to Audit and Risk Committee and Subsidiary boards)
June	Special Council	Discuss	Draft	Special hearing for public consultation and receipt of submissions
25 June	Council	Adopt	Final	Final 2024/25 BP&B



# Integration of how we plan and budget

## How we develop a Business Plan and Budget Funding Framework and decision making

The funding framework shows the relationship between our funding sources (levers) and our expenditure.

How we utilise these levers directly impacts our immediate and long term delivery of Services, Asset Management Plans and Long Term Financial Plan.

Our services, projects and renewal infrastructure works are predominantly funded through rates, fees and charges, and grants and subsidies.

Borrowings are utilised for New and Upgrade or Major Capital projects or commercially focused projects with a financial return on investment. In unique circumstances, borrowings for significant renewals may be required.

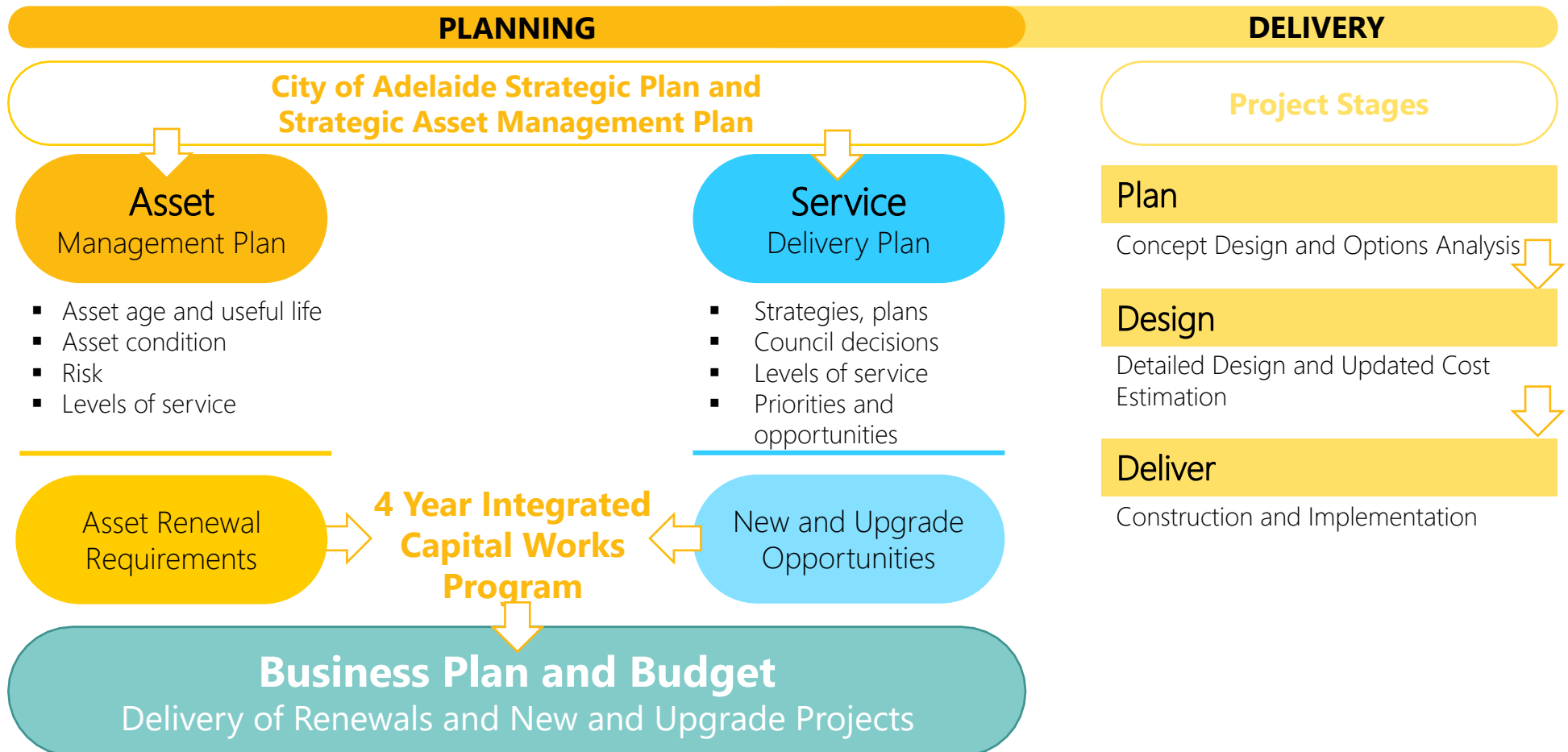
### Expenditure (cash outflows)

		Services	Strategic Projects	Capital Renewals	Capital Projects	Borrowings
Funding (cash inflows)	Rates	✓	✓	✓		
	Fees and Charges	✓	✓	✓		
	Grants and Subsidies	✓	✓	✓	✓	
	Future Fund				✓ <i>Major Projects only</i>	
	Borrowings / Surplus				✓	✓ <i>Surplus only</i>

# Integration of how we plan and budget

## How we develop a Business Plan and Budget Infrastructure Planning

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# Economic Environment

## Understanding how a base budget is built

### What influences our financial planning?

Council's Long Term Financial Plan and how we interpret this annually is influenced by external factors such as:

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- Valuation implications for rate revenue decisions
- Upcoming review of rates methodology – could impact future rating approach and LTFP assumptions.
- Review of Fees and Charges.
  - Infrastructure resources – cost and availability of materials and/or services impacting delivery of capital projects.
  - Impact of inflation on service delivery/standards.
  - Interest rates – impact on appetite to increase debt and interest costs.
  - Early consideration of funding for significant upgrades for future years (Torrens Weir, Adelaide Bridge, Rundle UPark).
- Asset renewals – AMP review has potential to impact on capital expenditure i.e. higher standard of assets will increase renewal expenditure, which will impact operating revenue/cashflow.
- **Limited capacity to deliver Major and NU capital projects outside of Main Streets** as per direction of Council which has informed LTFP assumptions – heavily impacts ability to achieve Strategic Plan outcomes (e.g. limited funding for planting trees as part of renewal projects, as they come under the definition of NU, which impacts outcomes related to urban greening).

# Operating Budget

## LTFP Assumptions

### Operating Budget

- Inflation Forecasts  
2.4% (LTFP), 2.8% (Deloitte Access Economics Sept 2023) and 4.4% forecast for 2023/24 (Budget adopted at 3.9%)
- Revenue increases linked to CPI (Rates and Fees and Charges)
- Rates growth of 1% (from new properties)
- Interest Rates for new borrowings currently set at 4.5%
- Depreciation impacts from Valuations performed in 2022/23 year and Capital Program
- Incorporate cost pressures in Materials and Consumables (utilities etc) that have increased in 2023/24 at a greater percentage than budget assumptions
- Strategic Project allocation of \$5.671m

\$'000s	2023-24 Budget*	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan
<b>Income</b>					
Rates Revenues	135,281	139,809	145,177	151,533	156,845
Fees and Charges	84,598	79,916	81,865	89,840	92,083
Grants, Subsidies and Contributions	8,562	4,547	4,318	4,426	4,536
Other Income	953	977	1000	1025	1051
<b>Total Income</b>	<b>229,394</b>	<b>225,249</b>	<b>232,361</b>	<b>246,825</b>	<b>254,516</b>
<b>Expenses</b>					
Employee Costs	82,435	83,050	85,581	88,215	90,929
Materials, Contracts & Other Expenses	88,132	80,569	82,199	86,191	88,343
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675
Finance Costs	835	2,525	3,117	3,502	3,970
<b>Total Expenses</b>	<b>227,442</b>	<b>222,980</b>	<b>230,250</b>	<b>239,920</b>	<b>247,917</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,952</b>	<b>2,268</b>	<b>2,111</b>	<b>6,905</b>	<b>6,598</b>

\* reflects 2023-24 Q1 Review

# Capital Budget

## LTFP Assumptions Capital Budget

Delivering on Council's Strategic Plan, including priority areas that are already articulated in the Long Term Financial Plan, will be a strong focus in the new year in developing the 2024/25 BP&B.

### Capital

- Asset Renewal Funding Ratio at 92.5% (\$48.682m)#
- Major Project Funding of \$30.917m (including Main Streets)
- New and Upgraded Capital Project Funding \$0.520m

### Treasury

- Increase in borrowings of \$17.515m (linked to capital program)
- Forecast borrowings of \$47.699m at 30 June 2025
- Net Financial Liabilities Ratio 15% (Council Target Max 80%)
- Prudential Borrowing Limit of \$181.387m

# The revised Asset Management Plans will result in an increase in funding required in order to achieve a 92.5% Asset Renewal Funding Ratio

Capital Program	2023-24 Budget*	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan
Major Projects	41,716	30,917	21,100	15,620	15,500
New and Upgrade Projects	14,411	520	320	320	320
Renewal Projects	54,153	48,682	51,932	52,739	54,922
<b>Total Capital</b>	<b>110,280</b>	<b>80,119</b>	<b>73,352</b>	<b>68,659</b>	<b>70,742</b>

\* reflects 2023-24 Q1 Review

### Key Projects

- Central Market Arcade Redevelopment \$15.917m
- Street Upgrades \$15.000m each year:
  - Hindley St Construction
  - Gouger St Detailed Design
  - O'Connell St Detailed Design
  - Melbourne St Detailed Design
  - Hutt St Detailed Design
  - King William St Concept Design

# Capital Budget

## Capital Budget 2024/25 Capital Issues

### Capital program considerations

- Carryover of 2022/23 projects into 2023/24 and, to maintain same level of capital investment in 2023/24, identification of projects to defer to 2024/25
- Potential increase of \$6.3m to 2024/25 capital program from carryover of 2023/24 projects
- Finalisation of AMPs and financial impacts
- Adverse procurement outcomes (if market does not normalise)
- Increase in costs to date and prioritisation of capital spend (same number of projects for higher cost or fewer projects for same cost)
- Ability to capitalise project-related overheads (vs recognising in operating position)
- Limited capacity to deliver Major and New and Upgrade capital projects outside of Main Streets

### Funding Options (to balance capital program funding)

- Temporary deferral of projects
- Permanent deferral/stopping of projects
- Targeted grant funding
- Rate revenue increases
- Increases in other revenue sources

Capital Program	2024-25 Plan	2023-24 Projects Retimed*	2024-25 Revised Plan
Major Projects	30,917	4,422	35,339
New and Upgrade Projects	520	1,907	2,427
Renewal Projects	48,682	0	48,682
<b>Total Capital</b>	<b>80,119</b>	<b>6,328</b>	<b>86,447</b>

\* Projects retimed into 2024/25 from Q1 2023/24

# Long Term Financial Plan

## Financial Indicators

			2023-24*	2024-25	2025-26	2026-27	2027-28
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue	0%-20%	0.90%	1.00%	0.9%	2.80%	2.60%
<b>Net Financial Liabilities</b>	Financial liabilities as a percentage of operating income	Less than 80%	1.90%	15%	39%	38%	39%
<b>Asset Renewal Funding Ratio</b>	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	97%	92.5%	95%	97.5%	100%
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets	Maximum 50%	14%	13%	18%	18%	19%
<b>Interest Expense Ratio</b>	Number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	0.60%	1.30%	1.73%	1.98%	2.28%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1 . 5 years	0.3	0.3	0.5	0.5	0.5
<b>Cash Flow from Operations Ratio</b>	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	99%	100%	102%	107%	107%
<b>Borrowings</b>	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	43.8m	47.7m	68.6m	73.6m	77.3m
			29%	26%	36%	36%	37%

\* 2023-24 reflects 2023-24 Q1 Review. All outer years is as per the adopted Long Term Financial Plan

# Next Steps

## Developing the 2024/25 BPB Proposed Council Timelines

The proposed timelines seek to manage the process in an efficient and transparent manner.

After this session, Council's intranet will be updated with key information to support the development of the 2024/25 Business Plan and Budget.

From January, we will work with Council to support understanding and position on financial principles and levers, priorities for projects and consideration of how the Strategic Plan, LTFP and Asset delivery are integrated into 2024/25.

We will work with Council to ensure that a final BP&B is adopted in June, ready to be implemented in July.

Date	Topic
5 December	Introduction and foundation to building a BP&B (Roadmap)
12 December	Rates Review discussion
6 February	Financial Sustainability and what underpins the build of the 2024/25 BP&B (Parameters, Assumptions and Principles)
13 February	Planning and priority context – Strategy, LTFP, AMP, Opportunities/Emerging Issues
16 February	Financial Sustainability and what underpins the build of the 2024/25 BP&B (Parameters, Assumptions and Principles)
20 February	Overview of Program delivery (including services and subsidiaries), base budget and levers available for building the BP&B
March - TBC	Operating Budget: (Strategic) Projects, Priorities and budget levers available
19 March	Capital Budget: Projects, Priorities and budget levers available
9 April	Final list of Strategic and Capital projects
16 April	Draft 2024/25 BP&B for community consultation purposes
May	21 day Community Consultation (including presentation of Draft 2024/25 BP&B to Audit and Risk Committee and Subsidiary boards) and Special Hearing
June	Receipt of submissions from consultation period
25 June	Final 2024/25 BP&B