

# We are planning for our future.

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



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

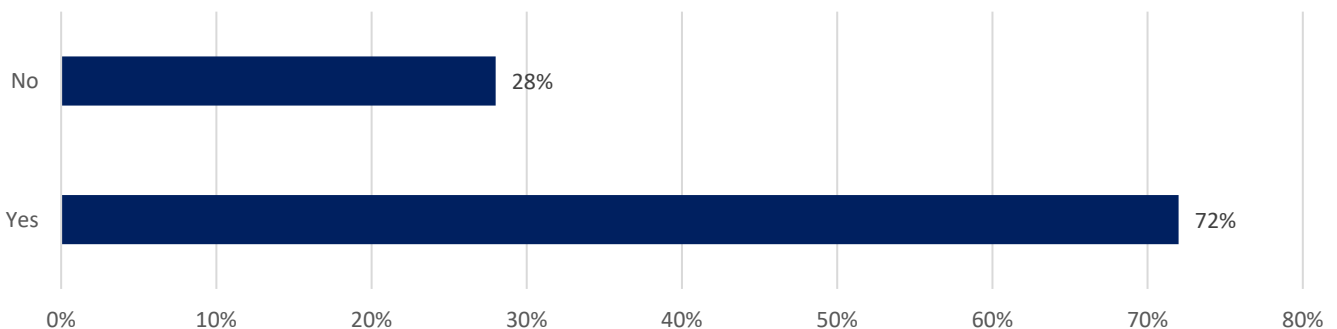
When asked 'how you participate' in City life, respondents answered: Shop and Play – 17 ; Work – 13; Live 11; Study – 6; business owner – 5; recreation – 2.

## 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.'?**

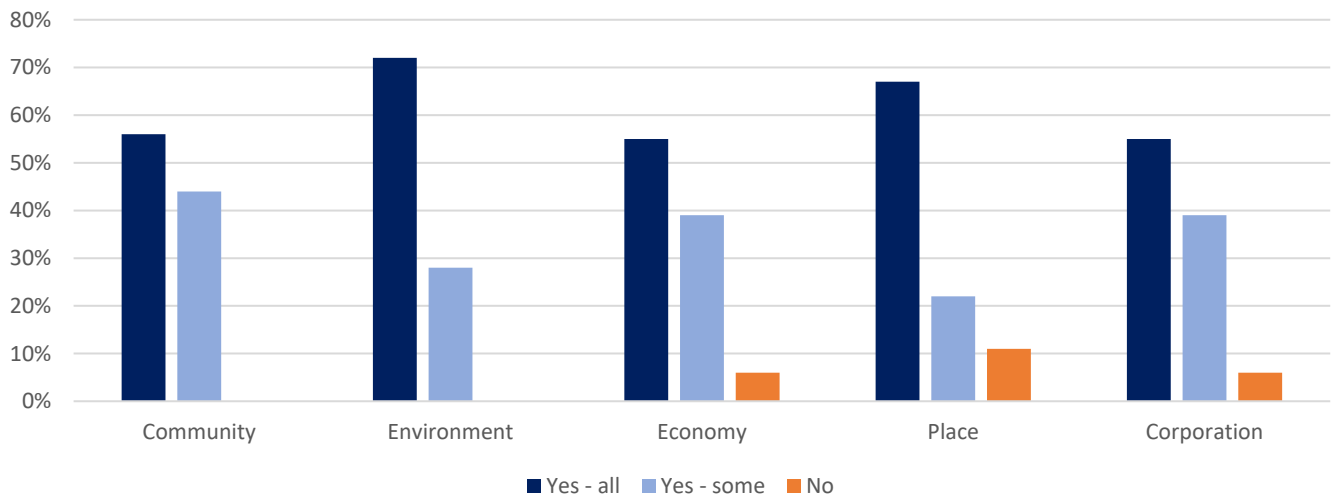


13 respondents or 72% indicated that they supported the draft vision. Five respondents or 28% indicated they do not support the draft vision for its lack of depth, it did not reflect the outcomes and key actions, and there was a lack of representation of Adelaide's desires in liveability, human scale,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

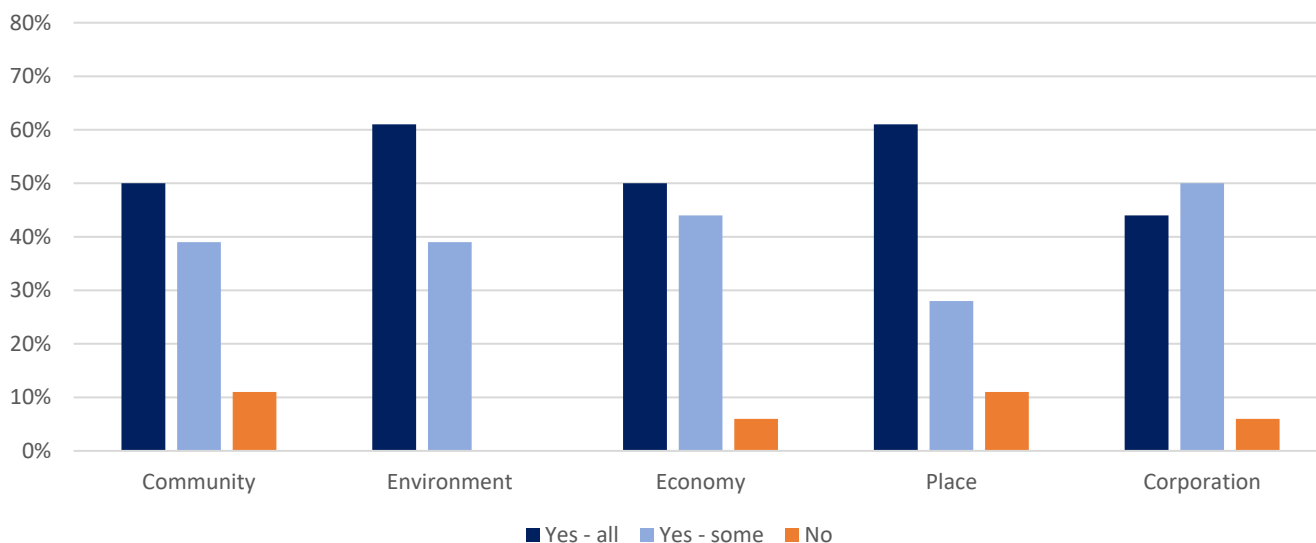
Other observations include:

- '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

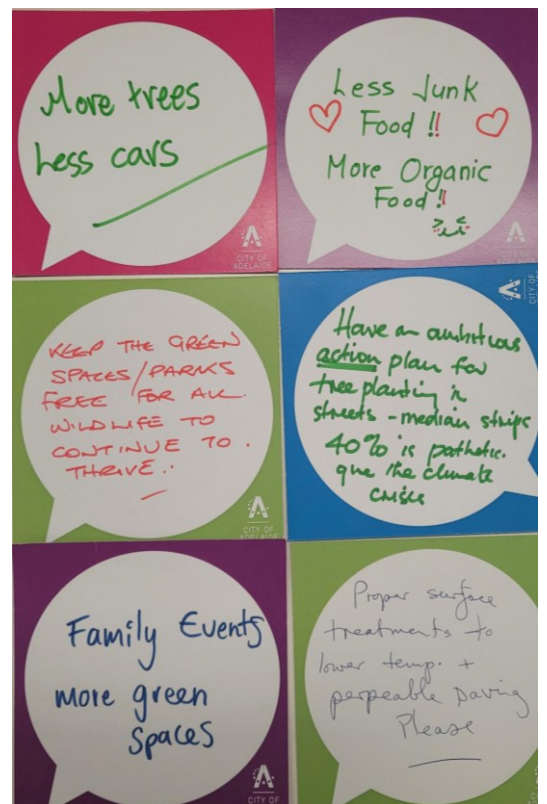
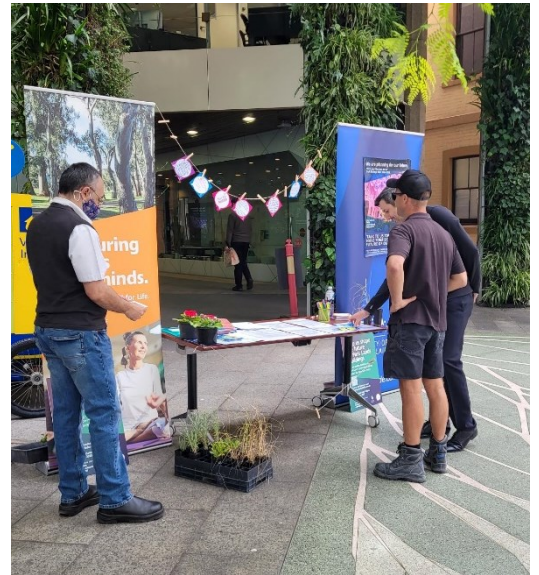
More gender equality, safety through design, programs and creating communities, engaging youth in their city, being family friendly in design.

### 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