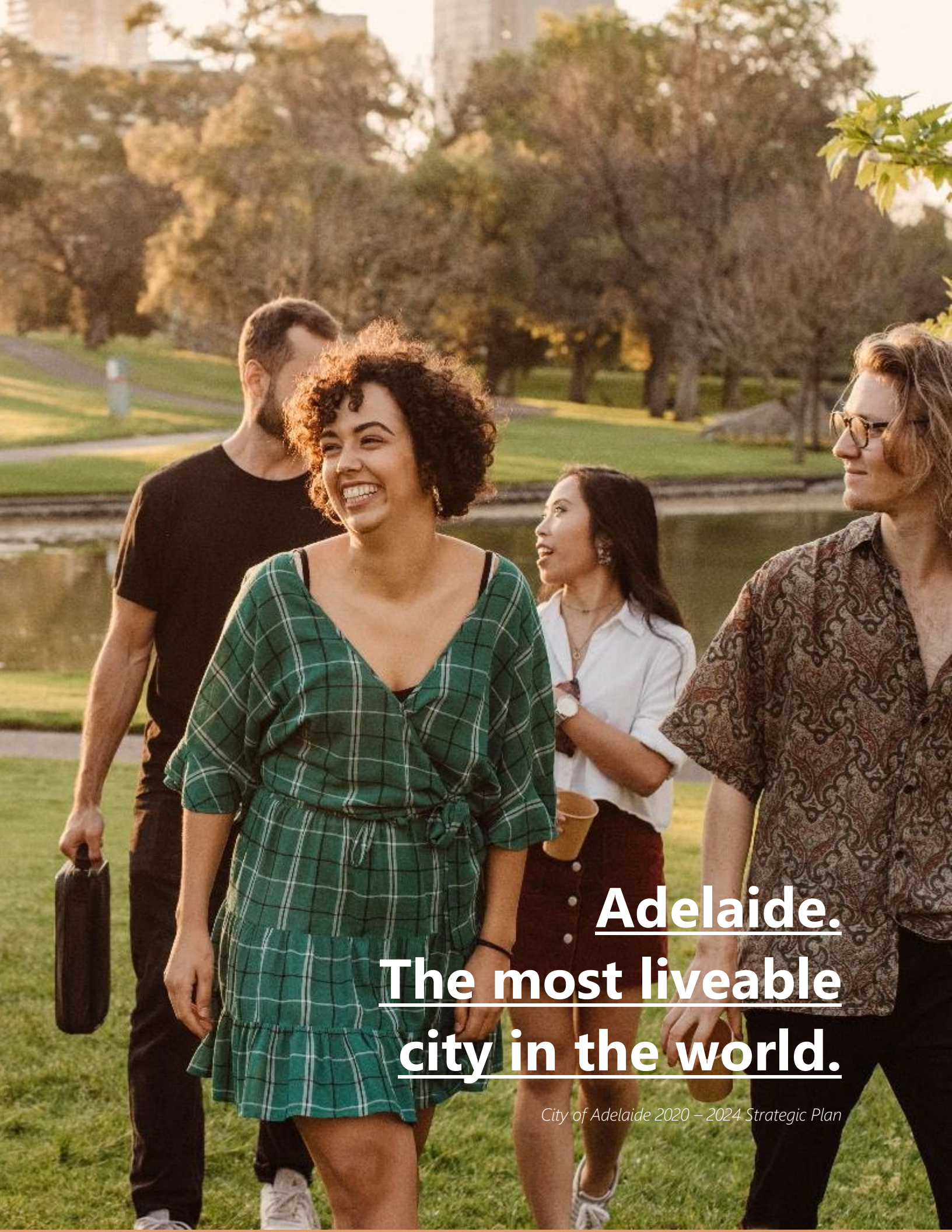


City of Adelaide

End of Term Report

2018 - 2022





Adelaide.
The most liveable
city in the world.

City of Adelaide 2020 – 2024 Strategic Plan

Introduction

In 2020, the City of Adelaide endorsed a new Strategic Plan, with a vision ‘Adelaide. The most liveable city in the world’.

To deliver on Council’s vision to be the world’s most liveable city, four community outcomes were identified, supported by enabling priorities:

- **Thriving Communities**
- **Strong Economies**
- **Dynamic City Culture**
- **Environmental Leadership**

These outcomes reflect the aspirations of the community and Council and have provided the focus of our work, partnerships and advocacy activities during this term of Council.

Our priorities, projects and delivery of service, programs and activities have all been guided by these outcomes.

Council’s Long Term Financial Plan, Strategic Asset Management Plan and other key strategies and plans, have all supported the Strategic Plan and have also guided activities undertaken during this term.

The following document provides a summary of just some of the many achievements of this Council during the 2018–2022 term of office, under the headlines of:

- COVID-19 and future proofing our city
- City Shaping
- Civic and Governance
- Thriving Communities
- Strong Economies
- Dynamic City Culture
- Environmental Leadership
- Enabling Priorities

Further detail can be found in the Business Plan and Budget and Annual Reports for each Financial Year, available online

www.cityofadelaide.com.au/budget

COVID-19 recovery

The COVID-19 pandemic had a significant impact on the city, our communities and the organisation during much of this term.

Council worked hard to ensure our service delivery continued, a clean, safe and welcoming city was provided, and our business and resident communities were supported through these challenging times. This included an increase in the cleansing of public spaces, automation of traffic light pedestrian crossings, facilitating access to vaccinations and testing, and the provision of a range of grants and fee waivers to support the attraction of people back into the city.

Importantly, Council worked in partnership with businesses and the State Government on the Reignite Adelaide Program. This initiative was a key component of Council's response and our business planning and budgeting was refocused to prioritise targeted support for businesses and the community, aid the revitalisation of the cultural and economic roles of the city and to ensure efficient and sustainable service delivery.

The range of initiatives to support the city, community and businesses to recover from the impacts of the pandemic included:

- A City Business Saver cash grant to small businesses in the City of Adelaide
- Rates hardship provisions available to ratepayers experiencing financial difficulty
- Dining vouchers to spend in city and North Adelaide hospitality venues
- Adelaide Unleashed - a city-wide street activation program, funded by the State Government, with temporary street closures, expanded outdoor dining, music, art and entertainment
- Expanded temporary parklets scheme, optimising outdoor capacity at hospitality venues
- Removing fees for permit and development applications for temporary activations
- Free on-street parking from 6pm weeknights and all weekend in key locations, plus UPark discounts and free public transport Friday-Sunday during Festival season thanks to the State Government
- Launch of ADLocal and additional funding to promote small businesses
- Market research to help us understand what would motivate city workers and visitors to spend more time and money in the city and North Adelaide
- Public Art Partnership to match artists with business owners to enliven city buildings
- Streetside Activation Grant to help businesses 'pop up' outside their location
- Shopfront improvement Grant for businesses to attract new and repeat customers
- Tourism campaign to inspire South Australians to book out Adelaide hotels and city experiences
- A Digital Marketplace for city and North Adelaide businesses



Artist impression of Market Square

City Shaping

Adelaide Economic Development Agency (AEDA)

AEDA has been established as a subsidiary of the City of Adelaide under Section 42 of the *Local Government Act 1999 (SA)* and commenced operating in January 2021. Working closely with businesses, industry groups, state government agencies and other relevant organisations, AEDA delivers a range of programs designed to stimulate the city's economic growth with a focus on investment attraction, growing our visitor economy, residential growth, marketing the city as a whole and promoting Rundle Mall as Adelaide's premier shopping destination.

Establishment of AEDA was initiated as the City Wide Business Model. A feasibility study was scoped, expert consultancy engaged and numerous stakeholder engagements and meetings were undertaken to inform this project.

Adelaide City Deal

In March 2019 the Adelaide City Deal was signed by the Prime Minister of Australia, Premier of South Australia and the Lord Mayor of Adelaide. The \$699 million Adelaide City Deal provides \$10 million in direct investment from the Federal Government to support smart infrastructure across the City of Adelaide, including an allocation of \$4 million for a new state of the art 'Experience Adelaide' Visitor Centre an upgrade to the City Safe CCTV Network and provides a focus on growing the city's innovation economy, supporting population growth in the city, and boosting Adelaide's cultural and tourism sectors.

The Experience Adelaide Visitor Centre will provide immersive experiences to excite visitors and encourage increased visitation, length of stay and spend by consumers. The preferred location is the State Library of South Australia and lease negotiations are currently underway with the Libraries Board of South Australia.

The State Government led redevelopment underway at Lot14 is also a major component of this partnership.

Market Square

Also known as the Central Market Arcade Redevelopment, Market Square has been a key focus of activity as Council works toward ensuring a mixed-use place with expanded and complementary retail and market activities for the adjoining Adelaide Central Market.

A multi-stage expression of interest process led to a Heads of Agreement being reached with ICD Property in early 2019–20. Launch of the project and signing of the Project Delivery Agreement between the City of Adelaide and ICD Property took place in December 2019. The \$400 million redevelopment will secure the long-term future of the market district and Adelaide Central Market and development started in mid-2022.

88 O'Connell

Since taking ownership of the former Le Cornu site at 88 O'Connell Street, Council has undertaken extensive community consultation and stakeholder engagement around the future of the site. In December 2020, Council selected Commercial & General to undertake the \$250 million development as a catalyst to revitalise the O'Connell Street precinct which will deliver a mix of residential, retail and commercial uses, new public open space, and publicly accessible car parking. During the period of ownership, prior to development being initiated, a variety of activations and events were held on-site to further revitalise the area and O'Connell mainstreet.

Mainstreets

With a focus on Hindley Street, Hutt Street, Melbourne Street and O'Connell Street, Council delivered curated programs and activities that supported local businesses and provided opportunities for the community and city users to connect. The Mainstreets Revitalisation and Improvement Grants scheme supported improved street amenity, pedestrian permeability and drove visitation to businesses, ensuring the city's identified mainstreets are a must-visit destination for residents, workers and visitors. As part of Mainstreet revitalisation projects, Council has worked with the State Government on infrastructure improvements in Hutt Street (Hutt Street Gateway under development) and Melbourne Street while various design works will be undertaken for other Mainstreets.

Carbon Neutral Adelaide

Implementation of the Carbon Neutral Council Roadmap 2019–2025 has progressed through ten key projects to reduce our emissions and as a result, the City of Adelaide became the first South Australian local government certified as a Carbon Neutral Organisation under the Australian Government's Climate Active program. In February 2020, Council signed a landmark electricity contract with Flow Power for the City of Adelaide operations to be met by renewable electricity from 1 July 2020. This 100% renewable power purchase agreement was a first for a South Australian council. The switch to 100% renewable electricity is estimated to have reduced emissions by 50%, reduced the city's electricity costs by around 20% and will support South Australia's energy transition and foster the growth of new renewable energy generation and jobs growth in our State.

Gawler Place redevelopment

As one of the busiest streets in Adelaide with around 25,000 people moving between Grenfell Street and North Terrace every day, Gawler Place is a key link to Rundle Mall and a destination where people shop, visit and spend time. In 2018–19 Council approved an upgrade design for Gawler Place between North Terrace and Grenfell Street and the works were completed in December 2019.

The upgraded space includes wider footpaths to create a shared-use environment for pedestrians and vehicles. Other improvements include lighting, an innovative shade structure, integrated public art and new outdoor dining areas.

Ten Gigabit Adelaide

The City of Adelaide partnered with TPG Telecom as the Official Network Provider to implement the first and most visible element of Ten Gigabit Adelaide – the delivery and installation of a fibre optic network across the City of Adelaide, 10Gbps data transfer capability and a range of high-performance services for the business community. Being the first city in Australia to offer a city-wide network of this kind, Ten Gigabit Adelaide provides key infrastructure, supporting innovation, attracting investment and future-proofing Adelaide in the digital age.

City Plan

Preparation of a City Plan commenced during 2022 to facilitate and guide future growth and development within the City of Adelaide. The City Plan is an opportunity for an integrated and collaborative plan that addresses the unique characteristics of Adelaide and facilitates Council's vision to become the most liveable city in the world.



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Civic Recognition

125th Anniversary of Women's Suffrage

To celebrate the 125th Anniversary of Women's Suffrage in South Australia, the City of Adelaide launched an Honour Roll in December 2019, to recognise women who have achieved significant firsts, delivered extraordinary outcomes, and who have helped shape our city. Council endorsed the Women Leaders in Chamber initiative and unveiled the first two portraits of extraordinary women – former Lord Mayor Wendy Chapman AM and Dame Roma Flinders Mitchell, AC, DBE, CVO, QC.

Civic and Community Events

Over 180 Civic events were hosted at the Adelaide Town Hall, recognising a range of achievements, projects and milestones. The Lord Mayor participated in over 5,000 meetings, 1,200 external events and delivered 540 speeches.

International Promoters Program

The City of Adelaide International Promoters Program was launched in January 2020 to build and foster links between Adelaide's business community, Sister Cities and key international markets through the creation of a network of Adelaide residents with connections to help us advocate for Adelaide as a great place to live, study, invest and visit.

International Relations

Numerous diplomatic visits were hosted demonstrating Adelaide as a location of choice for international collaboration, which included furthering Council's international Sister City and Friendly City Connections. Highlights during this Council term included celebrations with Qingdao (5 years), Himeji (40 years), Penang (45 years) and Christchurch (50 years).

International outbound connections were undertaken including a two-week staff exchange with Edinburgh in Scotland and the Lord Mayor visiting our Sister City, Christchurch, New Zealand.

Other international activity included:

- Hosting high school students and delegations from numerous countries at the Town Hall
- Support to Ukraine through diplomatic meetings and community support
- Support of the 70th Anniversary of the Founding of the People's Republic of China Dinner hosted by the South Australia Chinese Community Culture
- Support of the visit of over 500 people from the Perfect China company
- Support of the World Fringe Congress hosted by Adelaide Fringe to commemorate their 60th anniversary
- Participating in a teleconference hosted by the Department of Foreign Affairs and Trade with local diplomatic representatives and Honorary Consuls to outline the measures taken by City of Adelaide to assist businesses overcome challenges associated with COVID-19.



Thriving Communities

**Council will create a city that is welcoming,
inclusive and accessible to all**

Key highlights since 2018:

Adelaide Town Hall hosted over **1200 events**

Over **2 million attendees** at City of Adelaide culture, live music and lifelong learning programs and events and almost **1.5 million visits to our Libraries**

\$1 million distributed in **arts and cultural grants supporting over 200 projects**

Over **\$2 million** in **community development and recreation and sports grants** provided

Over **500,000 trips** on the **Frome Street Bikeway**

Kaurna Kardla Parranthi / Cultural Burn

On 14 May 2021, the Kaurna community and the City of Adelaide collaboratively delivered the Kaurna Kardla Parranthi Cultural Burn project in Carriageway Park/Tuthangga (Park 17) in the south Park Lands. This project carries significant cultural importance for the Kaurna community, the traditional owners of the Adelaide region. The Cultural Burn was an historic occasion. It was the first time Kaurna people were able to publicly practice cultural burning techniques since many of their customs were displaced following European colonisation. It is also the first time a cultural burn has been undertaken in a capital city in Australia.

Quentin Kenihan Inclusive Playspace

In December 2020, the City of Adelaide in partnership with the State Government opened the Quentin Kenihan Inclusive Playspace). This followed a \$1 million State Government commitment to the City of Adelaide to build an inclusive playspace to honour the late and much-loved disability advocate Quentin Kenihan. Located in Rymill Park / Murlawirrapurka (Park 14), the inclusive playspace includes a wheelchair trampoline, sound and sensory garden, water play, swings and a carousel. Other features include accessible toilets (including an accredited Changing Places facility), accessible paths, barbecues, shelter and seats and a fully fenced playspace.

City Skate – Gladys Elphick Park/ Narnungga (Park 25)

Launched in September 2022, the new City Skate park has created an inviting, family-friendly community hub, offering a broad range of recreational and social experiences for all skill levels and disciplines. This project was delivered with funding support from both the State and Federal Governments.

Adelaide Town Hall

An upgrade to the Adelaide Town Hall's lighting and staging facilities took place as well as the implementation of new event software that has improved event planning and administrative efficiencies. The Adelaide Town Hall Community Activation Fund was developed and implemented and has increased community utilisation of the venue and overall visitation. The Adelaide Town Hall Community Activation Fund (CAF) continued to provide in-kind support to community groups to host their events at the Adelaide Town Hall.

Events held at the Adelaide Town Hall included live music, community events, fundraisers, school formals, gala dinners, awards nights, festivals, graduations, conferences, receptions and art exhibitions. A new Organ Concert Series program was launched and continues to attract large numbers and the Adelaide Town Hall partnered with Government House to also undertake an Open Day in 2018, in which over 2,000 people were estimated to have attended.

Adelaide Zero Project

The City of Adelaide has been a major partner with the Don Dunstan Foundation and State Government, of the Adelaide Zero Project since its inception. Through the Adelaide Zero Project, the city became the first outside of North America to be certified by Functional Zero pioneers, Community Solutions, for achieving quality data in the By Name List – an initiative that helps inner city homelessness services to know the names and needs of those sleeping rough.

This Strategic Partnership concluded on 31 December 2020. The City of Adelaide continues to be a major partner of the Adelaide Zero Project, now delivered by the Australian Alliance to End Homelessness.

Community Development

Council launched the Adelaide Community Leaders program, the Wellbeing Dashboard, Wellbeing Month and WellFest Adelaide (through AEDA) and also developed a new Disability Access and Inclusion Plan and formed the Wellbeing of Adelaide Youth (WAY) project, both of which include continual work alongside people with disabilities, young people, local stakeholders, universities, businesses, service providers and Government.

Neighbourhood Development Projects have been supported in a variety of locations to enable additional opportunities for our community to connect and share and included events and programs through Youth Week, Mental Health Week and Neighbour Day. Wellbeing and community initiatives focused on safety, nutrition, physical activity and recreation and healthy ageing and accessibility. Through the Volunteer Program, volunteers supported a range of activities in the libraries, community centres, visitor information services and public realm.

Denise Norton Park/Pardipardinyilla (Park 2) East Enhancement

The City of Adelaide delivered a major upgrade to Prospect Road creating a high-quality boulevard linking Prospect Road and O'Connell Street, supported by funding from the State Government. Enhanced landscape treatments of tree plantings, shared-use paths on both sides of the road and pedestrian lighting creates a prominent arrival into the city through the Park Lands. A Community Activity Hub has been created by resurfacing and lighting the existing tennis courts, constructing a fitness loop, and creating a small plaza incorporating seating, shelter and barbecue shaded by the established trees.

Libraries

Over this term of Council our Libraries have continued to be inclusive welcoming and creative spaces and have inspired and connected over 1.5 million visitors in person and over 4.5 million visitors online. A range of initiatives and programs were held to attract connect and spark imagination. These have included the delivery of our ongoing History Hub and Innovation Lab, accessible and youth focused programs, art and reconciliation exhibitions and celebrations and the launch of the new Music Toy Library at our Hutt Street Centre which celebrates Adelaide status as a UNESCO City of Music.

Ngaru mularta/Chalk Sticks – A Welcoming Space for Young People

Launched in 2021 and designed by artist Dave Court this initiative celebrates the importance of young people to the city's culture and increasing their sense of welcome and engagement with the city environment.

The artwork is a series of large cylindrical shapes, transitioning in shape, colour and texture (some metal and others wood) across the grassy space. It provides spaces to sit, lean and hangout and will hold up to climbing and jumping. The metal elements of the artwork were fabricated by Iguana Creative. The Sedi, an environmentally friendly solar powered smart bench (with WiFi capabilities), blends into the space incorporating lighting and phone charging with the surround painted by Dave Court.

Park Lands Recreation

The City of Adelaide commissioned a Sports Courts Needs Analysis to inform future provision of sports courts in the city and Park Lands. A 'Clubs Development Inclusion' study was completed and will inform future strategies for increasing the inclusivity of sporting and recreation offerings in the Park Lands. Council endorsed the relocation of a beach sports facility to Bonython Park/Tulya Wardli (Park 27).

Investigations of options for aquatic facilities were undertaken alongside a detailed feasibility study for an aquatic facility at Denise Norton Park/Pardipardinyilla (Park 2). Council lobbied the State and Federal Governments for funding for this project, with the new State Government in 2022 announcing an intention to fund over \$80 million to build a new facility adjacent to the current location.

Reconciliation and Kurna Recognition

Consolidating Council's long standing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples, Council adopted its tenth Reconciliation Action Plan (RAP) and third Stretch RAP (2021 – 2024).

Co-naming of Parks and key city locations, including a ceremony to officially name Denise Norton Park/Pardipardinyilla (Park 2) was held in April 2019. The new name honours Denise Wangel (nee Norton) who was the first South Australian woman to represent Australia at the Olympic games, achieving great results in swimming. Pardipardinyilla is a Kurna word which means 'swimming place'.

Transport and Bikeways

The City of Adelaide continues to partner with the State Government to improve mobility and public transport services in the city.

The City of Adelaide partnered with the previous State Government to develop a City Access Strategy, which was funded by the Capital City Committee. The City Access Strategy is a long-term plan that aims to provide a future transport network for all transport modes, to cater for future demand and growth in population. Council is seeking to progress the strategy further through discussions with the Department for Infrastructure and Transport.

The Free City Connector bus continues to provide a service around the city as well as North Adelaide and transports approximately 19,000 passengers per week.

The North-South Bikeway continued to expand along Frome Street and following extensive community consultation Council decided to not proceed with preliminary designs for the East-West bikeway, and has worked with the State Government to utilise the co-funding for other opportunities for cycling infrastructure projects to better integrate with the Park Lands.

A new shared mobility service, dockless electric scooters (e-scooters), was introduced in the city to align with the busy festival season in February 2019. The new micro-mobility transport option continues to be trialled and has seen further expansion to suburban areas where Council has worked with inner-rim Councils to seek further mobility connections.



Strong Economies

Council will champion a robust and diversified economy where innovation and low costs support growth and investment

Key highlights since 2018:

Over **15,000 permits issued** to support business, activation and city safety

On average, over **200 commercial leases** maintained through City of Adelaide properties

Rundle Mall visitations increased from over 20 million in 18/19 to **24 million** in 19/20

Over **10,000** customers downloaded the **Park Adelaide app**

The city's GRP has reached over **\$20 billion** and is almost **18% of the State Economy**

Free City Wi-Fi (City Deal)

Planning for smart technology projects including a next generation, ultra-fast public Wi-Fi and upgraded City Safe CCTV Network to be delivered as part of the Australian Government's \$10 million direct investment into City of Adelaide Smart City projects commenced during this term.

Delivery of a new, uncontested public Wi-Fi network with an expanded footprint will provide connectivity for small businesses, especially in hospitality and retail, to deliver digital offerings to customers in the city as well as readily accessible connectivity for visitors and international students. It will also improve access to emergency help and critical services for people in crisis and those experiencing homelessness.

StudyAdelaide

The City of Adelaide continued to provide funding to StudyAdelaide to promote Adelaide as Australia's premier study destination. The City of Adelaide has also leveraged its partnership with StudyAdelaide to facilitate increasing investment in student housing and amenities which is an enabler of continuing growth in international student enrolments and complements destination marketing of the city as a preferred investment and study location.

Business Engagement and Support

Council continued to support businesses in the city and attract those considering establishing in the city. This was achieved through a range of events, training workshops, networking programs and business advice. An array of programs and grants were also offered during the COVID-19 pandemic through other initiatives, including the Reignite Program. These approaches were adapted to support businesses through the impacts of COVID-19, including freezing selected fees and charges and the establishment of a Small Business Task Force.

Collaborations with agencies such as the Future Industries Exchange based at Lot Fourteen and the Small Business Commissioner saw Council leverage their expert industry insights and resulted in a strong level of local business engagement. In partnership with Business SA, the City Business Support Package was launched to assist businesses by providing the right professional advice to help business to be better positioned in an increasing globalised and digitally connected marketplace. The City Business Support Package provided all businesses within the City of Adelaide (including North Adelaide) with free access to specialised services and advice offered by Business SA. Further efforts to support Adelaide's entrepreneurial ecosystem have included the sponsorship of 40 Under 40, Top 100 Business Index and partnering to deliver Australian China Business Council (SA) China Business Ready Program which included supporting businesses adapting to the effects of COVID-19.

City Business Awards

Council continued the partnership with NewsCorp for the City Awards, run as the #MyAdelaide City awards in 2020. The awards were open to residents, shoppers and traders to nominate and vote for their favourite businesses in Adelaide and North Adelaide – with a new category highlighting businesses that found new ways to connect with customers in light of the COVID-19 pandemic.

Investment Attraction

To strongly position Adelaide as an ideal investment location, the Invest Adelaide website was updated including a new Economic Insights Dashboard. The City of Adelaide's Investment Prospectus, which promotes Adelaide to international and national investors, was updated and promoted globally.

The strategic partnership with Renew Adelaide continued, providing pathways for entrepreneurs and innovative creative industries to utilise vacant commercial properties as city locations for new, start-up businesses.

While changing economic conditions impacted the level of inquiries, both direct and through collaborative relationships with State Government and other agencies, there was ongoing momentum in the pipeline and increased value of investment projects that have either commenced or are the subject of development and building consent. High value construction projects announced included investments in the Purpose-Built Student Accommodation (PBSA) sector, hotels and accommodation and commercial office buildings.

Residential Growth

A City Living Prospectus was developed to promote the benefits of living in the city to attract new residents. Council also continued the 'free rates for five years' initiative to promote moving into new builds in the city. City Living campaigns were rolled out in September/ October 2019 and February/March 2020 as part of a marketing strategy with a long-term vision and objectives focused on building brand awareness of the city as a desirable place to live.

A Residential Housing and Growth Action Plan was developed by City of Adelaide and Adelaide Economic Development Agency (AEDA) to identify projects, investigations and advocacy opportunities to increase residential growth while concurrently increasing the liveability of the city. The Action Plan contains 25 actions that will bring us closer to being the most liveable city in the world with improved housing affordability and well planned, inclusive residential population growth key to our success.

Visitor Attraction

Council opened a new Visitor Information Centre, co-located at Council offices at 25 Pirie Street, after needing to move from James Place due to private developments. This new centre, run through AEDA, has incorporated an expanded range of offerings for visitors to the city and tourists to South Australia, including a partnership with Southern Providore to showcase and allow purchase of produce and artisan products from Adelaide and South Australian businesses. An array of volunteer based programs continued to be run, attracting over 100,000 users each year. Council's main volunteer information services are delivered through Adelaide Greeters, Adelaide Town Hall Tours, Central Market Information Booth, City Guides, Cruise Ship Meet & Greet, Events Visitor Information Service and Mobile Visitor Information Service.

Funding for the Adelaide Convention Bureau (now Business Events Adelaide) continued, supporting the attraction of major conferences to Adelaide, to provide economic benefits through visitation spend to the city and State's economies.

New way-finding signage continued to be installed throughout the city and through AEDA the ADLocal campaign, which provides local guides to the best and brightest hidden gems in Adelaide and a local retail online store, were launched, all providing opportunities for visitors to discover our unique city, while supporting local business.

Smart Parking and UPark Plus

Smart parking technologies, including the Park Adelaide app, were launched. These empower visitors to the city by providing reliable and timely information to support customer decision making by focusing on clear choices and flexible payment options. This on-street parking technology puts people first and positions Adelaide as a leading smart city.

UPark Plus was launched in April 2020 and provides a safe, touch free parking option through a personal access card providing entry to all UParks. Other benefits to customers include the convenience of an online 24/7 self-service account, exclusive parking offers and 'set and forget' direct debit payment option.



Dynamic City Culture

Council will continue to create a beautiful, diverse city that celebrates its natural, cultural and built heritage

Key highlights since 2018:

Over 2,000 Park Lands and Road events facilitated

Over \$4 million in funding allocated to almost
500 projects through the Heritage Incentive Scheme

Over \$5 million provided in sponsorship funding

Approximately 2 million visitations to the Aquatic Centre

Approximate 300,000 rounds of golf played at the North Adelaide Golf Course

New Year's Eve event celebrations attracted between 50-80,000 attendees each year

Public Art

A new City of Adelaide Public Art Action Plan 2019–22 was approved to enable and cultivate a collection of inspiring and dynamic public art experiences in the city that enlivens public spaces, showcases creativity, creates a sense of place, and builds Adelaide's reputation as a cultural destination.

Highlights for the term included:

- Automated External Defibrillator public art integration
- Rundle Mall public artwork included the installation of 'Pigeon', Salvador Dali's 'Triumphant Elephant', integrated public art into the Gawler Place redevelopment and partnerships with Adelaide Festival to deliver the Giant Doll House and Plastic Bag store exhibitions.
- UNESCO City of Music Mural, the largest in the CBD and the implementation of Music Laneways, which incorporated large scale public art.

Rymill Park / Murlawirrapurka redevelopment

The \$6 million Master Plan was co-funded and developed through a collaborative partnership between the State Government and the City of Adelaide. Works are underway to implement the plan.

Whitmore Square/ Iparrityi Master Plan

A master plan for the Square was developed to achieve the vision of a green, welcoming and safe heart of the south-west community. Implementation has been initiated with footpath and road works on the edge of the square and improvements have been made to pedestrian accessibility and safety.

Christmas and New Year Festivities

Council approved a new Christmas Festival Action Plan for 2021–2024 and celebrations in the city continued to be held with strong engagement with local businesses and transforming to best accommodate visitor and business needs in the face of COVID restrictions.

Council provided ongoing marketing, activation of vacant shopfronts, and grants to local precincts to celebrate Christmas and while Victoria Square continued to be a focus with activations of the large Christmas Tree and Markets, festivity activations were also expanded to our mainstreets and into Rundle Mall.

New Year's Eve celebrations continued to attract strong crowds into the city and in response to COVID restrictions, following business and stakeholder consultation, Council launched a new program of celebratory activations spread across the city – including live music and street closures.

Cultural Strategy

Council endorsed a Cultural Strategy to support strategic partnerships with the city's creative cultural sectors to maximise the cultural life of the city, incubate creative industries and deliver diverse and exciting cultural experiences across art forms.

Under the umbrella of this strategy, numerous activities were undertaken and new projects launched, including Strategic Cultural partnerships such as Vaulting Ambitions, Guildhouse revision, Mercury CX hothouse screen industry development, ACE Open City Studio, City Mobilities partnership and the Business of Being Creative program. Other Achievements of note include:

- Delivery of the Live Music Action Plan
- Aboriginal and Torres Strait Islander Professional Development Grants launched
- Expansion of the Arts and Cultural Grants Program
- Lord Mayor's Cultural Think Tanks and Community Forums
- Establishment of an Arts and Culture working group
- Creation of the Dynamic City: Arts and Cultural Dashboard

Events and activations

A range of other key activations were undertaken, including Winter Weekends, Friday Night Live, SALA in the City (Pawsome Art Trail), Street Beats and Eats, 88 O'Connell markets, Twilight Fringe on O'Connell, Gouger Street Feast. The City of Adelaide provided over \$5 million in sponsorship funding and facilitated hundreds of medium and major events in the Park Lands and on city roads. Strategic Partnerships with Festivals Adelaide and Australia Day in the City continued, particularly through sponsorship, event facilitation and sharing of knowledge and expert advice.

Council continued to review infrastructure requirements for all event spaces, in alignment with the Adelaide Park Lands Events Management Plan 2016–2020. The provision of additional event infrastructure in the Park Lands included the upgrading of utility infrastructure to facilitate events in Rundle Park/Kadlipina (Park 13) and Rymill Park/Murlawirrapurka (Park 14) and bollards to facilitate street closures of Rundle Street.

East End Unleashed continued to be one of Council's Major events and marketing campaigns, transforming Rundle Street (and laneways) through road closures, permit simplification and engagement with local businesses and property owners. This event brings together restaurants, cafes, wine bars, pubs, retailers and the arts into one communal space for visitors to enjoy during summer. The success of this project saw it expanded through the Reignite Program as 'Adelaide Unleashed' and rolled out throughout Adelaide and North Adelaide.

Heritage

In May 2021, Council adopted the Heritage Strategy and Action Plan 2020–2036 which was developed through extensive consultation with key stakeholders and the community.

The City of Adelaide Heritage Architects continued to provide expert heritage advice on development applications affecting heritage places and areas and the Heritage Incentive Scheme and Heritage Promotions programs ongoing commitment to the City of Adelaide’s built heritage continued to demonstrate the importance placed on protecting, preserving and promoting Adelaide’s unique heritage and character.

A photographic survey of all heritage places in the City of Adelaide progressed and an online database providing easy access information on heritage places has been developed, providing a useful resource for the community. Further research into the heritage values of the Park Lands and city layout has been undertaken with the potential for the colonial settlement story of Adelaide to be of world heritage value. Council is supporting progressing a joint nomination with the Mount Lofty Ranges for world heritage listing.

Laneways

A range of other laneway redevelopment projects were progressed or initiated during this term, including large scale works in Moonta Street, Chesser Street, Union Street and Gresham Street.

The Moonta Street project was supported by the State Government and featured a lighting installation to increase both day and night activation. Detailed design was undertaken, resulting in a complete upgrade to the street, including upgrading the southern section base, new granite paving, stormwater improvements, lighting and greening.

Building upon the growing laneway and entrepreneurial culture in the city, the Market to Riverbank laneways redevelopment is an investment between the City of Adelaide and Renewal SA. Council continued to develop the laneways that create this network, including developments in Bank Street, Topham Mall, Bentham Street and Pitt Street. The project aims to provide a high-quality, upgraded walking and cycling experience, integrating street trees, upgraded paving, lighting and furniture.

Live Music

Adelaide is an active participant in the global UNESCO Creative City network and throughout this term undertook a range of events, projects and initiatives to support, promote and grow Adelaide’s live music scene. Highlights included:

- Hosting the inaugural Asia Pacific Creative Cities Conference in partnership with Adelaide Festival Centre Trust
- City of Music Laneways project to celebrate the unique achievements of SA music identities Sia Furler, Cold Chisel, Paul Kelly, The Angels and No Fixed Address
- Umbrella Music Festival launched, with activations throughout the city
- Friday Night Live incentive scheme supported venues to bring back regular live music programming across the city, with the bulk of the funding delivered directly to musicians.
- Summer Sounds Festival in Bonython Park was held in January 2021 and showcased a safe and socially distanced model for hosting live music events, continuing Adelaide’s reputation as a Festival and Live Music City.
- The Adelaide Town Hall was inducted alongside the Adelaide Symphony Orchestra, into the Adelaide Music Collective, South Australian Music Hall of Fame, with a Civic Reception held to celebrate the inductions.



Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

Key highlights since 2018:

Over 600 rebates through the Sustainability Incentive Scheme

Over 1,000 trees planted (Park Lands, Squares and Roads)

alongside over **300,000 annuals planted** in the Park Lands and Squares

Over 2,500 tonnes (approximately) of material collected from **kerbside green organics**

Over 6,500 tonnes (approximately) of material collected from **kerbside recycling**

Solar PhotoVoltaic (PV) on City of Adelaide buildings

The City of Adelaide Solar Project continued with 844kW of solar PV capacity installed at four sites – Adelaide Aquatic Centre, Topham UPark, Pirie/Flinders UPark and the Adelaide Town Hall. The new systems that were installed in 2019 brought the City of Adelaide's total solar power capacity to over 1.1 megawatts. Together, the installed solar power at these sites is providing approximately 12 per cent of the electricity used by all council buildings combined. This is equivalent to the power used by 333 average homes. This project is saving Council around \$300,000 on electricity bills and avoiding around 760 tonnes carbon dioxide each year. This is equivalent to taking 302 petrol cars off the road every year.

Waste and Recycling

In 2019, City of Adelaide commenced the development of a new Resource Recovery Strategy. This involved conducting an extensive review of our current waste service offering and the supporting programs to identify opportunities for sustainable improvement. It also included investigating case studies and other research to help identify exemplary best practices. Activities have included:

- A Compostable and Reusable Coffee Cup Pilot
- Clean Up Australia Day events
- A new waste contractor
- Green Organics pilot in collaboration with Green Industries SA
- Recycling and Reuse Stations provided in partnership with the University of South Australia

Carbon Neutral Adelaide Partners Program

Carbon Neutral Adelaide is a joint partnership with the Government of South Australia and our community to work together to make the City of Adelaide local government area a carbon neutral city. A key initiative is the Carbon Neutral Adelaide Partners Program which is run jointly with the Department for Environment and Water. This broad and active leadership community is innovating, advocating, collaborating and commercialising Adelaide's transition to a low carbon economy. Council continued to recognise our partners, businesses and wider community efforts in helping the city achieve this ambition, through City Switch Green Office Awards and the Carbon Neutral Adelaide awards.

Climate Ready City

The City of Adelaide, on behalf of Resilient East councils, hosted the Feeling Hot, Hot, Hot! heatwave hypothetical event with an expert panel on 6 February 2019 at the Adelaide Town Hall. The aim of the event was to better prepare our community for the challenges posed by extreme weather and heat waves in Adelaide and to provide advice on practical actions that the community can take to manage risks and be climate ready. Resilient East councils and the City of Salisbury also launched an online Heatmapping Tool at the Feeling Hot, Hot, Hot! event, enabling councils and the community to make more informed decisions regarding urban planning, tree planting, and use of materials and surfaces to minimise urban heat and heat islands.

Cool Road Adelaide Project

The City of Adelaide's Urban Heat Mapping data demonstrates that roads are one of the hottest day and night time surfaces in the city. The aim of the Cool Road Adelaide Project was to trial the performance of three heat reflective road seal coats (CoolSeal by GuardTop, JetCool and JetBloc by Fulton Hogan) to investigate if they minimised the urban heat island effect in the city and reduced temperatures in built up streets. These are also road preservation products, used to lengthen the lifespan of a road.

The project was delivered with Climate KIC Australia in partnership with the City of Adelaide and the Department for Environment and Water in Summer 2019/20. The project provides evidence to support the City of Adelaide and other councils to make informed decisions about the application of cool road surface products across South Australia.

Electric Vehicle Charging Stations

The City of Adelaide now provides 45 on-street and off-street electric vehicle charging points in prominent and convenient locations.

Council has also committed to a focus on zero and low emissions fleet vehicle procurement.

Energy Assessment Program for Small Businesses

The Energy Assessment Program for Small Business was launched as a pilot targeting the food services, accommodation and retail sectors. Businesses received a free assessment that identified energy saving opportunities and the resulting cost savings per year.

A total of \$109,750 was granted to businesses, supporting an estimated reduction in energy costs of \$26,600 per year. This equates to a 62-megawatt hours (MWh) consumption reduction and an emissions reduction of 26 tonnes CO₂-e.

Park Lands Foundation

Council has committed to establishing a philanthropic Park Lands Foundation, designed specifically to allow tax-deductible contributions to be made to support the protection and enhancement of our iconic Parklands. Work has been undertaken to explore and understand the best way to structure the Foundation to ensure it meets the requirements for a deductible gift recipient (DGR) and can effectively fulfil its goal of generating and directing additional funds for these much-loved community assets and Council looks forward to its establishment and launch.

Sustainable Event Guidelines

In November 2018, the City of Adelaide published Sustainable Event Guidelines to assist event organisers to apply tangible actions to deliver environmentally sustainable events in the city. These guides support our events to not only undertake initiatives that lessen their impact on the environment and reduce costs, but to also educate the community.

Sustainability Incentive Scheme

The Sustainability Incentive Scheme (SIS) provides financial rebates to the community to support adoption of sustainable technologies and actions that improve environmental performance and support growth in the low carbon economy. SIS won national recognition in November 2021 in the Community Engagement Achievement category of the Cities Power Partnership Climate Awards. The SIS supports the installation of solar and has resulted in the reduction of 4,335 tonnes of carbon dioxide equivalent (CO₂-e) per year. Since 2015, the Scheme has leveraged \$8.26 for every \$1 spent by City of Adelaide and has catalysed over \$8.8 million of community investment in a low carbon future.

Water Profile and Smart Water Meters

The installation of Smart Water Meters at eight City of Adelaide sites enabled opportunities to be identified to reduce potable water use, identify leaks and diversify supplies for non-drinking purposes. The City of Adelaide continues to increase the use of recycled water for streetscapes and community facilities such as public toilets

Victoria Park / Pakapakanthi (Park 16) wetlands

In 2022 Council officially opened the \$13 million, 3.2 hectare wetland in Victoria Park / Pakapakanthi (Park 16). This was the largest earthmoving exercise and redevelopment in our Park Lands in the past 60 years and a collaborative project as part of the flood mitigation infrastructure works with the Brownhill and Keswick Creeks Stormwater Board.



Enabling Priorities

Council will continue to work innovatively and collaboratively with partners and the community

Key highlights since 2018

Delivered a **\$977,00 surplus** after nine years of an operating deficit

Council services continue to **meet the needs of the community**

with latest survey results showing **73% of city users are satisfied with service delivery**

Engaged community with over **13,000 YourSay Adelaide registrations**

and over **70,000 followers on Facebook**

Leadership in Local Government

As the capital city council, City of Adelaide plays an important leadership and advocacy role in local government. This includes active participation in the Council of Capital City Lord Mayors and the Capital City Committee as well as involvement with a range of initiatives and committees of the Local Government Association of SA. Council also develops, initiates and maintains strong relationships with other councils across SA and continues to seek opportunities for partnerships and collaborations with neighbouring councils and identifying where efficiencies and/or improvements can be gained by working together. Council continues to advocate for legislative and regulatory change that will improve outcomes for our communities and has been working with the new SA government to highlight opportunities for change and improvement to the *City of Adelaide Act 1998 (SA)*.

Adelaide. Designed for Life. **Brand Platform**

In 2019, the City of Adelaide launched its first place brand, *Adelaide. Designed for Life*. The new brand platform articulates our proud history as a city thoughtfully and purposefully designed from the start, with its people in mind. It reflects our present experiences; and it is a statement of intent for the future of our city and its people. Adelaide. Designed for Life is an enduring philosophy that allows us to have a consistent and compelling expression of who we are, what we do and why it matters. The launch and continual use of this brand identity has included visual identity, messaging and ongoing campaigns that embody the essence of the idea and the authenticity of the position that we are a city *designed for life*.

Commitment to Financial Sustainability

Council has shown an impressive commitment to financial sustainability throughout this term, including a reshaping process that has delivered on a \$20 million organisational efficiency target and turning a nine year operating deficit into a \$977, 000 surplus. This was achieved while the rate in the dollar was frozen for the ninth consecutive year and fees and charges were frozen to benefit our ratepayers and city users. This was also achieved during a term that saw significant economic impacts from COVID-19. Council has also explored and secured additional revenue streams, including digital advertising, and undertaken reviews and audits to ensure our operations are responsive and efficient. The establishment of Council's Future Fund and Investment Policy means funds are specifically set aside for investments in assets and/or projects that will support our long-term financial sustainability and income generation.

Delivery of Community Services

A project to reshape the organisation and create a new structure allowed the organisation to focus on delivering essential local government services and brilliant experiences as a capital city, post COVID-19 and its impact on our operations.

Further refinement and understanding of our Service delivery continued, resulting in Council being able to better illustrate the costs of our services, activities and projects to our community. This data and cost of service information has meant Council is better informed and supported by stronger community insights, when considering opportunities and future service delivery. Reviewing services to ensure Transparency to cost

Future Fund

Council's Future Fund has been established to quarantine monies received from the net proceeds from the sale of Council assets. It ensures that proceeds are not directed towards operating costs of the Council but are rather re-invested into income generating investments that drive revenues/returns to the Council in addition to rate income or to fund new capital projects of a strategic nature. Any requests to utilise funds from the reserve fund are contingent on a business case clearly demonstrating that the financial return to Council outweighs the annual loan funding costs. The establishment of the Future Fund and Investment Policy will support long term financial planning and financial sustainability.

Permit simplification

The City of Adelaide continually aims to transform the customer experience by reducing red tape and putting all customers at the centre of our service design. In support of this, Council has transformed and significantly improved the permit assessment process and experience for customers seeking approval to undertake activities in the public space by:

- Transforming the fee structure to an equitable, principle-based, approach for all activities within the public space, resulting in a reduction from a complex 42 tier fee structure to eight simple permit fees
- Enhancing customer experience through 100% online and mobile-optimised applications, and the creation of an online Permit Wizard enabling:
 - ✓ a checklist of the permits and approvals required from Council, based on customer needs
 - ✓ an online permit fee calculator to calculate fees ahead of applying
 - ✓ an online application system tailored to provide different journeys which match the customer type, minimising customer effort
- Creating a single point of contact for customers for the duration of their assessment
- Developing a risk matrix to identify higher risk activities for inclusion for proactive inspections to monitor adherence to the permit conditions
- Providing each permit applicant with the opportunity to rate and provide feedback on the service they received, to measure satisfaction and support continuous improvement.

Each complementary aspect has worked towards enabling greater activations in the city and increased levels of customer satisfaction.

Staff wellbeing and engagement

Council has seen the launch of a new workplace safety strategy, expanding into wellbeing, health and mental health awareness to ensure our staff are safe, healthy and supported in the workplace.

Ongoing learning and development opportunities continue to be prioritised to ensure our staff are innovative and modern leaders and experts in their fields. A new, internal staff platform "Learn and Perform" has seen improvements in both sharing and record learning and development opportunities and professional development conversations.

During the term Council's leadership team achieved gender equality with 50% female and 50% female leaders.

Strategic Property: 211 Pirie St Site

Following an open expression of interest process, Council has sold the 211 Pirie Street site to NEXTDC, an ASX 100-listed Australian technology company. The land sale will enable the construction of a \$100 million defence standard data centre, the first of its kind in South Australia, that will create 120 jobs during construction with more than 200 indirect jobs created going forward. The sale has also contributed valuable income to support Council's Future Fund and investments.

