



# Annual Report 1997-1998



## VISION FOR THE CITY

*“The City of Adelaide will be the community, civic and cultural heart of South Australia and a driving force in its prosperity.”*

This reflects a commitment to enhance the role of the City of Adelaide as:

- the State centre for business administration and services, government and public administration;
- a welcoming, secure, attractive and accessible meeting place for the people of metropolitan Adelaide and beyond for leisure, entertainment, civic and cultural activity, speciality shopping, personal and community services;
- a focus for education and research;
- a supportive environment for development of new enterprises drawing on the cultural, educational, research, commercial and information technology strengths of the city centre;
- a showcase for South Australia and gateway to the attractions of the State for overseas and interstate visitors;
- a City of unique character and style with great pride in its heritage, Park Lands, gardens and environmental quality;
- a great place to live, with a growing diversity of accommodation for different incomes and lifestyles.

## MISSION FOR THE CORPORATION

We will excel in the provision of local government services for the City of Adelaide to meet the needs of ratepayers, residents and visitors, and to support the role of the City in the economic development of the State and the community and cultural life of the people of South Australia, delivering:

- excellence in providing services to support the role and responsibilities of the Council and the economic, environmental, cultural and social life of the City;
- efficient and effective management, maintenance and development of the public realm of the City for its broad community of users;
- customer service which continually exceeds customer expectations, delivered through expert, committed, focussed employees with common goals and objectives.

## Asset Management



## City Living



# GO

## Urban Design, Development, Heritage and Access



## Community and Cultural Vitality



## CONTENTS

## Civic Leadership



## Local Government Excellence



## Economic Growth and Investment



## Environmental Quality



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## VALUES

Our Vision for the City and Mission for the Corporation are supported by a number of basic values that describe and underpin the way in which we undertake our business and activities:

### *Leadership*

We will provide leadership through a clearly articulated vision and direction, and through stated strategies and policies.

### *Consistency*

We will be consistent in our decision-making and base decisions on factual information and sound analysis.

### *Unity of Purpose*

We will operate with a common sense of purpose and direction.

### *Service to the Community*

We will work with purpose and creativity in servicing the needs of our community and customers.

### *Respect and Trust*

We will respect the dignity and rights of people.

### *Communications*

We will communicate in an open and honest manner.

### *Alliances*

We will work in partnership with stakeholders, other levels of Government and other Councils to the benefit of the City.



## CityPride

# From the Lord Mayor

ANNUAL REPORT 1997-1998



DR. JANE LOMAX-SMITH  
Lord Mayor

The 1997-98 year will be remembered as a period of great change for the Adelaide City Council. In this year the foundation was laid for a dramatic change in the way the City of Adelaide is viewed, governed, and managed. One of the drivers of this change was the Governance Review Advisory Group which was set up by the Premier in April 1997, jointly funded by the Council, and reported in January 1998 on the Governance of the City of Adelaide.

This report made a number of recommendations including drafting a City of Adelaide Bill as the vehicle for co-operation between the State Government and the Adelaide City Council in managing the Capital City responsibilities.

The Council played an integral role in the shaping of the City of Adelaide Bill which eventually was passed by State Parliament and proclaimed as the City of Adelaide Act, 10 September 1998.

As a result the year ahead will be one of continued change and progressive reform.

In preparing for this, the Council throughout 1997/98 focussed its attention on programs designed to rejuvenate and revitalise the City, as well as maintain our environment and protect our heritage.

The West End was a focal point and in conjunction with local property owners, we took the unique initiative of employing a Retail Street Manager to reintroduce a more balanced tenancy mix better suited to a developing arts, education and entertainment precinct.

In addition the Council's commitment to a West End building improvement program resulted in a dramatic restoration of the facade of the Plaza Hotel and the beginning of work on West's Coffee Palace. Over the next three years, \$245 million worth of development in and around the precinct will occur.

Other successful strategies implemented during the year included:

- The Blighted Sites initiative which targeted 32 long vacant underdeveloped sites around the City and fast-tracked programs which would either visually improve the site or lead to major re-development of the site.
- Rehabilitating the Torrens Lake to improve water quality and amenity.
- Completing the three year upgrade of the Rundle Mall.
- Making a submission to the State Government on shop trading hours which sought to protect the viability of City retailers and small business traders in the State.

These programs, and many others, aimed to enhance the quality of life in the City and would not have been possible without the support of elected Members who worked strongly together on all challenges for the good of the City, its residents and ratepayers. Their efforts combined with those of the Administration have ensured that the year ahead will be one which is full of promise and reward.



DR. JANE LOMAX-SMITH  
Lord Mayor

# From the Chief Executive Officer

ANNUAL REPORT 1997-1998

After taking up my appointment as CEO of the Adelaide City Council on 21 July, 1997, I spent the first three months getting to know the City and its administration, including elected Members, Council staff, peak associations and community groups, business and political leaders and I would like to acknowledge the warm welcome I received.



JUDE MUNRO  
Chief Executive Officer

During September and October, last year, elected Members and Senior Managers worked together to identify and analyse areas of our operations that needed to be improved. Our consultation techniques, our relationship with the media and our internal communications have been addressed as high priority areas for improvement.

Much of the year was spent gearing up for change and laying the groundwork to meet future challenges facing the Corporation. In response to principal drivers of change, the Corporation implemented a significant restructuring program resulting in five new Divisions.

The restructure will more closely match resources with our heightened role as a Capital City Council and bring a renewed focus to customer service that includes community outreach, the creation of City businesses, an expanded revenue base and a City Projects group dedicated to delivering quality capital works on time and within budget.

The overall economic revitalisation of South Australia lies very much in the hands of the private sector and the State Government, but the Adelaide City Council has a part to play. To that end, Council first set up Adelaide 21 and Adelaide City Marketing, then instituted a five year

Economic Development Strategy for the City. The strategy is targeted and based on principles of partnership with the all sectors of the City and State including government, education, health, retail and tourism.

Underpinning the strategy is the realisation that to be successful the Corporation must work on issues it can influence, and make the best use of its finite resources. I am pleased to report that our rate revenue last year was exceeded by receipts from our City businesses such as the Wingfield Waste Management Centre, U-Park and property operations including the Central Market.

One of the many ways in which the Corporation sought to put such partnerships into action was with the launch of the **CityPride** program, designed to reinforce our collective pride in Adelaide's square mile, as building owners, as office commuters, as visitors and as residents.

Council's ambitious, strategic and proactive reform process, the Contestability Project, was substantially completed by the end of the financial year. Aimed at improving the operational competitiveness of every area of Council's internal and external service delivery, the project was initiated to provide better value for money services to ratepayers, customers and clients.

I have sought to foster a "can do" approach within the Corporation and I would like to thank the Corporation staff for their tremendous efforts over the last 12 months. I am proud of our achievements to date and look forward to an even more focussed and productive year ahead.

A handwritten signature in blue ink, appearing to read 'Jude Munro', written in a cursive style.

JUDE MUNRO  
Chief Executive Officer

# *Elected Representatives*

FOR THE ADELAIDE CITY COUNCIL

**The Adelaide City Council is comprised of 16 elected Members - a Lord Mayor, five Alderman and ten Councillors.**

## *COUNCIL AND COMMITTEES*

For electoral purposes, the City of Adelaide is currently divided into five Wards. Eligible voters in each Ward elect two Councillors to represent them. The Lord Mayor and Alderman, on the other hand, are elected by voters across all Wards and have a responsibility to the City of Adelaide as a whole. All Council Members are elected for a three-year term of office. The last Council election was held in May 1997.

The City of Adelaide Act proclaimed on 10 September 1998 introduced changes to elected representation. These changes are detailed in the Governance Review Advisory Group section found on page 8.

Unlike Federal and State Parliamentarians, Alderman and Councillors are not paid a salary but provided with an annual allowance. For the year ended May 1998, this allowance was \$2,600. The Lord Mayor had access to a special allowance of \$60,500 to assist with expenses incurred in the performance of civic duties. The Deputy Lord Mayor received an allowance of \$4,100.

Council meets fortnightly on Monday nights to consider the recommendations of three of its four permanent committees - Community and Development Services, Corporate Services and Urban Services, all of which meet on the same night as Council. The Development Assessment Committee meets on alternate Mondays to Council. This Committee exercises delegations pursuant to the Development Act in considering development applications that come before the Council.

Council and committee meetings are open to the public and media except on occasions when there is discussion of

confidential items relating to, for example, staff or legal matters. Meetings are held in the Town Hall - Council meetings in the Council Chamber and Committee meetings in the Colonel Light Room. Council and committee agenda papers are available from the Customer Centre, 25 Pirie Street on the Thursday preceding the meeting. Minutes are available the following Friday or within five days of the meeting.

## *CHAIR AND DEPUTY CHAIR OF PERMANENT COMMITTEES*

### ***Community and Development Services***

- Councillor Creston Magasdi
- Councillor Leonie Ebert (Deputy)

### ***Corporate Services***

- Alderman Graham Inns (from May 97 to June 1998)
- Councillor John Bowman (Deputy, then Chair from June 1998)
- Alderman Alfred Huang (Deputy from June 1998)

### ***Urban Services***

- Councillor Elbert Brooks
- Councillor Debra Mewett (Deputy)

### ***Development Assessment***

- Alderman Chris Douglas
- Alderman Bob Angove (Deputy)

### ***Grants and Sponsorship***

- Councillor Bert Taylor
- Councillor Leonie Ebert (Deputy)

## *RETIRED MEMBER*

### ***Henry Ninio***

Council Member for 14 years. Was first elected in February 1983 as a Councillor for Gawler Ward. Elected as a Councillor for Hindmarsh Ward in May 1985. Deputy Lord Mayor 1987/88 and 1991/92. Elected Lord Mayor in May 1993. Elected Alderman in May 1997. Retired in October 1997 due to ill health.



JANE LOMAX-SMITH  
B Sc (Hons), MBBS, PhD, FRCPA

ALDERMEN



CHRIS DOUGLAS



BOB ANGOVE  
BEc



GRAHAM INNS  
M Comm, BA



ALFRED HUANG  
M EngSc, MBA, FIE AUST



ROGER ROWSE

COUNCILLORS

Hindmarsh and Gawler Ward



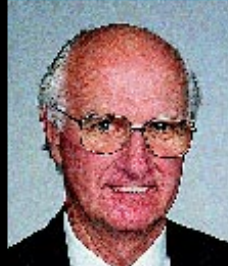
JOHN MELVILLE  
BEc, LLB

Grey Ward



JOHN BOWMAN

Young Ward



BERT TAYLOR  
JP

Robe Ward



ANNE MORAN  
BA, DipEd

MacDonnell Ward



ELBERT BROOKS  
BA, LLB

Hindmarsh and Gawler Ward



JOHN ROWLEY

Grey Ward



DAVID WONG

Young Ward



DEBRA MEWETT

Robe Ward



CRESTON MAGASDI  
MBBS, MRACGP

MacDonnell Ward



LEONIE EBERT  
BSc, M Ed Admin

# Organisational Structure for 1997/98

Council's administrative organisational structure is designed to meet the demands of its varied customer groups in a responsive and efficient manner. There are four divisions, each headed by a General Manager responsible to the Chief Executive Officer.

## CIVIC AND EXECUTIVE SERVICES DIVISION

Provides support for Council's many civic responsibilities and executive functions.

Its roles are:

- Lord Mayor and Chief Executive Officer Support
- Civic and elected Member Support
- Committee Secretariat
- Corporate Communications
- Internal Audit
- Customer Service

## COMMUNITY AND DEVELOPMENT SERVICES DIVISION

Covers a wide range of functions, including:

- Strategic Planning
- On-Street and Off-Street Parking
- Library Services
- Heritage Services
- Development Approvals
- Building Control and Fire Safety
- Environmental Health
- Social, Recreational, Health and Welfare Services
- Adelaide Aquatic Centre Controlling Authority
- Sister Cities Controlling Authority
- City of Adelaide Golf Links

## CORPORATE SERVICES DIVISION

Is mainly responsible for internal services:

- Financial Management
- Human Resources
- Legal Services
- Information Technology
- Rundle Mall Management
- Central Market Controlling Authority
- Adelaide Town Hall Function Centre
- Property Services
- Archives and Records Management
- Civic Collection

## URBAN SERVICES DIVISION

Provides a focus on all aspects of the development and management of the public areas of the City. Its responsibilities include:

- Development and management of the public areas of the City, such as streets, footpaths, squares and Park Lands
- Urban design, including engineering, traffic, landscape and architecture
- Development and maintenance of public facilities
- Survey and land information

- Rubbish collection and cleaning of the City
- Permits and licences
- Wingfield Solid Waste Landfill Depot

## NEW ORGANISATIONAL STRUCTURE

During the year extensive developmental work went into the planning of a significant restructuring of the Council.

The restructuring, which was implemented on 24 August 1998, was designed to produce a more effective, efficient and responsive administrative body better suited to meet the community and business needs of the 21st Century.

It recognises that in an era of increased competition, growing external legislative pressure, expanding demand for more and more service, and rapidly developing communications systems, the way the Council carried out its responsibilities and duties in the past was hampered by an outdated administrative framework.

During the financial year, many Drivers for Change in the way the Council operated emerged. These included:

- The new draft Local Government Act, which states regulatory services must be separated from service delivery.
- The National Competition policy which forces us to effectively compete with the private sector in our business operations.
- The Governance Review which requires the Council to act more like a board and take a more strategic approach and monitor more closely the administration's performance.
- The State Government's Capital City policy which requires a commitment from the Council to not only rejuvenate, but also deliver on our capital works programs.

The new structure was arrived at after extensive consultation commencing in April 1998 with the staff and managers, and consists of five divisions:

- City Strategy
- City Projects
- City Businesses
- Civic and Corporate Services
- Organisational Development

These new divisions will enable the Council to deliver the raft of program goals and key strategies in the five year Corporate Plan, while also enabling the Council to concentrate and provide a focus on important areas.

# GOAL 1. Civic Leadership



The Council will provide civic leadership, including: providing policy direction and vision for the City; mobilising the City's resources in partnership with other levels of government and the private sector; achieving harmony in planning amongst stakeholders; and representing the community of the City of Adelaide and its interests.

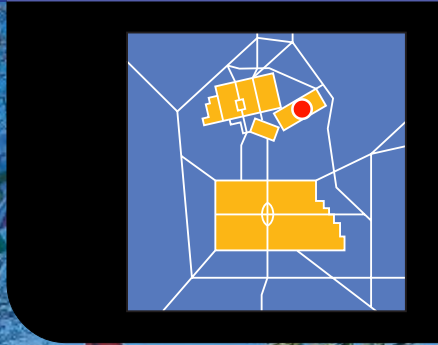
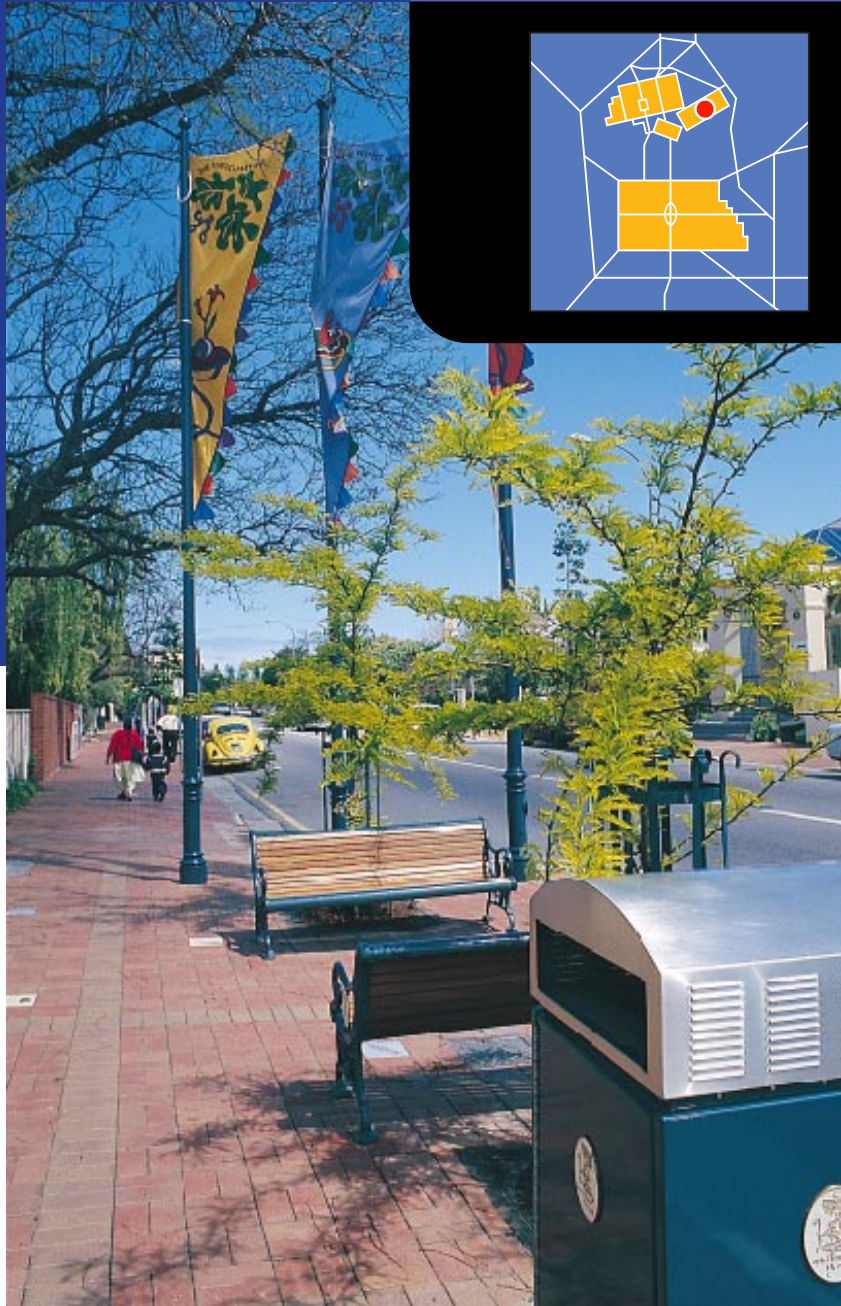
As part of the Council's City Pride initiative Melbourne Street at North Adelaide has been upgraded resulting in the rejuvenation of the streetscape.

## CITY PRIDE

The high-profile **CityPride** program, aimed at improving the quality and appearance of the built environment and enhancing the natural environment of the City, was launched on 10 December 1997. The campaign calls on the public and private sectors - including property owners and residents - to unite and actively support the City and its surroundings through improved maintenance, the upgrading and restoration of buildings, gardens and monuments and better lighting.

The principles and goals of **CityPride** underpinned many of Council's decisions on capital works, maintenance and major projects throughout the year. A number of initiatives were undertaken to promote and celebrate civic pride in the City's qualities. These included:

- working with property owners on the rejuvenation of blighted sites throughout the City;
- streetscaping of Hutt, Gouger and Melbourne Streets and Unley Road;
- installation of improved lighting to complement streetscape themes;
- the introduction of decorative lighting, street furniture, art works, banners and "butt out bins" for cigarette butts;



- streetscape initiatives such as tree plantings, the reduction of parking signs, improved paving and lighting for pedestrians and, where possible, the removal of overhead power and communication cables;
- planning for Millennium celebrations;
- improved cleaning programs and removal of graffiti;
- active support for City events and celebrations.

## Rundle Mall upgrade

Council's extensive \$7 million upgrade of Rundle Mall, the City's "heart" of retail shopping, is an important component of the **CityPride** project. The 1997/98 financial year represented the final stage in the three-year program and saw the construction of a solid glass and steel canopy over the intersection of Rundle Mall and Gawler Place. This \$700,000 structure provides an ideal all-weather area for entertainment and other activities.

Completed in August 1998, the upgrade will increase both shopping and pedestrian activity and is certain to increase the overall atmosphere of Rundle Mall.

Another feature of this revitalisation, was a national sculpture competition which attracted 126 entries from around Australia. A sculpture of bronze pigs was commissioned as a result of this competition and is scheduled for installation in the Mall by Christmas 1998.

### **Restoration of Beehive Corner**

Preservation of the City's heritage is also an important feature of **CityPride**. In line with this, Council allocated \$680,000 to finance the façade restoration of one of the City's greatest landmarks, the Beehive Corner. This funding included a \$370,385 grant and loans totalling \$284,445 to the five owners of the building.

Artwork in the form of the Beehive bee, was incorporated into the hoarding and scaffolding of the site. The prominent promotion of the Beehive's restoration further raised the profile of the project and the **CityPride** program. The project will be completed in November 1998.

### **The Beehive's crowning glory is lowered into position.**



### **GOVERNANCE REVIEW ADVISORY GROUP**

The final report of the Governance Review Advisory Group was released in January 1998, after extensive consultation with stakeholders. This report, which included a detailed submission from the Council, was jointly funded by Council and the State Government and recommended a number of options to reform and revitalise the City.

These included the establishment of a Capital City strategy and formalisation of the relationship between the State and Council.

The report explored the roles and responsibilities of Council and the State Government in managing Adelaide. In line with this, it recommended:

- the introduction of a City of Adelaide (Capital City) Bill;
- the preparation of a Capital City Policy by the State Government;
- the collaborative preparation of a City Centre Strategy by the State Government and Council;
- the creation of a Capital City Commission for a limited period, subject to review.

The report stated that while provisions of the Local Government Act should continue to govern the Adelaide City Council, special provision should be made for the capital city role under the proposed City of Adelaide (Capital City) legislation.

The key electoral reforms that the Advisory Group proposed include:

- establishment of a smaller Council of no more than 10 elected Members, including the Lord Mayor;
- clarification of the powers, functions and responsibilities of elected Members, including the Lord Mayor, with reference to the dual capital city and municipal roles of Council;
- recognition of the position of Lord Mayor as the equivalent of full-time and remunerated appropriately;
- removal of the entitlement of any natural person to vote in more than one capacity in Council elections;
- a requirement for all electors in the City of Adelaide to vote;
- election of Council at large.

After the tabling of this report, public forums were held across the City by Council to enable public discussion of the recommendations.

In May 1998 the State Government issued the preliminary draft of the proposed Capital City Bill in which it rejected the establishment of a Capital City Commission and, instead, opted to set up a Capital City Committee in line with a resolution passed by Council.

The preliminary draft of the Bill also contained a number of other recommendations which after consultation and discussion with the Council were modified. The subsequent Capital City Bill was passed in Parliament and proclaimed as the City of Adelaide Act on 10 September 1998.

The State Government on 8 May 1998, released the Capital City Development Program that provides a clear outline of the preferred future for the City, and its role and function within the metropolitan area and the wider South Australian community.

The Capital City Development Program links Council's five-year Corporate Plan with the State Government's five-year Strategic Plan with the aim of maintaining the City as a vibrant, vital hub for all South Australians.

### **CONTROLLING AUTHORITY - SISTER CITIES**

The bonds between Adelaide and its four Sister Cities were further strengthened during 1997/98.

#### **Austin, Texas**

To develop real benefits for both cities, the Adelaide-Austin Sister City Strategic Plan was developed and launched at the Festival Theatre in April 1998. The plan aims to build on the relationship between the two cities to provide tangible trade and tourism benefits. Held in conjunction with the American Chamber of Commerce, the function was well attended by more than 100 people from both the public and private sector and was addressed by the United States Consul General, Mr Tex Harris.

#### **Christchurch, New Zealand**

Early 1998 witnessed an exciting milestone with the 25th anniversary of the Sister City relationship between Adelaide and Christchurch.

As part of the celebrations, a trade delegation from Christchurch came to Adelaide for a symbolic exchange of local artwork. Adelaide was presented with an Oamaru sculpture and, in return, the Lord Mayor presented Christchurch with a South Australian Black Murrini hand-made glass form.

The trade delegation consisted of a mix of local government and private sector representatives with whom individual business matching programs were developed. The group's visit to Adelaide resulted in the development of \$4 million worth of business contracts.

Visiting Adelaide with the delegation were four sculptors from Christchurch who exhibited their work in Rundle Park as an attraction of the Fringe Festival. Working with two Adelaide artists, the four participated in a public "stone symposium" that saw the creation of several sculptures made from New Zealand limestone.

### **Himeji, Japan**

Japanese business delegations and student exchanges continue to be a major focus of the relationship with Himeji. During 1997/98 this included visits by the Mayors of Himeji and Ota.

### **Georgetown, Penang**

A visit was scheduled from George Town Penang in October 1997. Unfortunately this visit was deferred due to the bushfires in Indonesia and the Asian Economic Crisis.

### **Sister Cities Controlling Authority**

	1997-98 ACTUAL (\$000)	1997-98 BUDGET (\$000)
Revenue	1	0
Less Operating Expenses	177	176
Surplus/(Deficit)	(176)	(176)

### **PUBLIC FORUMS**

Public forums were introduced as part of Council's regular meetings, providing members of the public with the opportunity to voice their opinions, ask questions and contribute policy suggestions on a wide range of issues.

This new initiative was utilised by 22 members of the public who took advantage of this forum, providing them with the opportunity to discuss a wide variety of topics and put forward their opinions. Issues ranging from Victoria Square, heritage, the Park Lands and the new By-Laws were raised.

### **EVENTS AND CORPORATE SPONSORSHIP**

Council again was a prominent supporter of a broad range of events during the year that provided economic benefit to the City and State, allocating \$1.4 million in corporate sponsorship.

Many of these sponsored events are now regulars on Adelaide's entertainment calendar and include: Gardens Alive in the Botanic Park; the Schutzenfest, Carnevale and Glendi multicultural festivals; the Adelaide Festival and Fringe Festival; and the Australian Rose Festival and the Christmas Pageant.

Council also supported the High Beam Festival for artists with a disability, Local Government Week, Tourism SA's State conference and the World Solar Cycle Challenge.

Two first-time national events held during 1997/98 included the City of Adelaide's Feast for the Senses, as part of Tasting Australia, and the Adelaide International Horse Trials. Council contributed \$60,000 to Feast for the Senses, which offered the public the opportunity to try and buy food and wine from throughout Australia. More than 40,000 people attended the event, including the world's food media, chefs, caterers, food and wine producers.

The Adelaide International Horse Trials - the first-ever equestrian event staged on the edge of a Central Business District - featured the City of Adelaide's Cross Country Phase. The trials attracted more than 80 riders and their horses from throughout the world and were attended by 60,000 people.

Adelaide saw its largest parade since World War II on 3 October 1997, when a ticker tape parade organised by the Council was held for 1997AFL Premiers, the Adelaide

Crows. More than 120,000 people lined the City's streets to see the motorcade travel along King William Street to the Town Hall where the team was presented with the Key to the City of Adelaide. The Lord Mayor and Premier hosted a joint reception for the players and their families at the Town Hall.

South Australia's continuing sporting success also was celebrated with the Adelaide Quit Lightning women's basketball team being presented with the Key to the City in recognition of winning the 1998 Women's National Basketball League (NBL) grand final and four out of the last five national titles.

The Adelaide 36ers basketball team, winners of the men's NBL premiership, was also presented with the Key to the City of Adelaide.

Senior Citizens' Concerts continued to attract "full houses" and the City of Adelaide New Years' Eve Street Party provided family entertainment in an alcohol free environment.



**The Adelaide Crows' Football Team Parade and the City of Adelaide Cross Country Phase of the Adelaide International Horse Trials were two highlights on the Council's events calendar.**

## GOAL 2. Local Government Excellence



The Corporation will build a reputation for excellence in administering local government services earned through a focus on customer service, fairness in administration, effective asset management and application of best practice in service delivery.

Excellence in customer service - both internal and external - is a key aim of the Council.

- for the same cost, reduced service costs, introduction of new services and the removal of redundant services;
- increased revenues due to improved customer awareness of services, growth in Council's competitive ability and growth in service focus;
  - identification of issues that have influenced Council's future planning and strategies, organisation restructure and other projects of corporate significance. This includes: identifying the need for the development of a corporate records management system; redesign of the capital works program; review of regulatory services; development of business units structures; and rescoping of services;
  - strengthened relationships with other groups, including major metropolitan councils, capital city councils and the private sector.

### CONTESTABILITY

Council's ambitious, strategic and proactive reform process, the Contestability project, was substantially completed by the end of the financial year. With the aim of improving the operational competitiveness of every area of Council's internal and external service delivery, the project was initiated to provide better value for money services to ratepayers, customers and clients.

The Contestability project has led to direct measurable financial benefits estimated at \$2.5 million, while allowing Council to structure services that are directly focused on customer needs. Other benefits include:

- establishment of regular customer surveys to continually monitor feedback, allowing for a range of quality services based on customer needs;
- increased value-adding: including increased service levels and standards

### CUSTOMER SERVICE ACHIEVEMENTS

The opening of the "one-stop shop" Customer Centre in February 1997 has enabled Council to improve its level of customer service to the public. Surveys during 1997/98 indicate an overall customer satisfaction rating of 88 per cent.

A survey of Council customers has shown a 25 per cent increase in satisfaction with Council services and facilities over the past five years. The survey, of 200 residents and 100 businesses within the City, indicated that more than 80 per cent of respondents were satisfied, compared with 65 per cent in 1993.

A Customer Service Strategy has been developed to further progress the customer service focus by ensuring a consistent approach to service quality is delivered across Council. This Strategy also will extend the range of customer services that are available from a single, easily accessible location.

Following feedback from customers, elected Members, and staff - as well as benchmarking with local government and private industry - the Customer Service Strategy has identified 10 elements to be implemented over a 12 month period which include:

- A 'one-stop shop' customer and call centre will provide an easily accessible and highly visible centre where the Council's services will be provided in a professional, friendly and timely way. The centre aims to satisfy 90 per cent of customer enquiries at the first contact.
- Integration of services will coordinate appropriate customer service activities in the "one-stop-shop" Customer Centre for the benefit of external and internal customers.
- Measurement and monitoring will increase customer satisfaction by continually measuring customer service performance and comparing results against corporate standards and benchmarking partners.
- Standards and policies that are clear, measurable and realistic will be established resulting in consistent levels of customer service being delivered across the Council.
- Promotion and awareness of Council's initiatives in customer service will encourage a sense of achievement and direction in the minds of all employees and increase community understanding of the Council's role.
- Public consultation will ensure all of the Council's activities and service initiatives are communicated to the broader community and where appropriate will include effective consultation.

- Training and development will provide employees at all levels with the skills and knowledge to provide quality customer service.
- Rewards and recognition programs will focus equally in internal and external customer service initiatives and accomplishments, resulting in a high focus on customer service with positive customer service behaviours being repeated.
- Information technology will be further developed to facilitate customer service and will support changing trends in external and internal communication. For example Internet and e-mail access.
- Quality principles will encourage issues and opportunities to be raised and actioned so that customer service improvement becomes an ongoing process.

A Customer Charter will be developed that will document Council's commitment to customers and recognise their role as stakeholders in the future of the City.

#### *BY-LAWS*

A review of Council's By-laws resulted in the replacement of those which were archaic and redundant. This has seen a reduction in the total number of By-laws from 30 to 10.

The new By-laws are designed to promote a positive social and aesthetic environment for the City thus contributing to its atmosphere. The By-laws are written in plain English and prohibit conduct which is dangerous or contrary to the public interest. They also have been reviewed in light of National Competition Policy requirements. The By-laws provided support for the **CityPride** campaign and cover Street and Public Places, Street Traders, Park Lands and Public Squares, the Central Market, Lodging Houses, Nuisances, Health and Safety, and Moveable Signs.

#### *CONTRACT MANAGEMENT*

A Contract and Contractor Management Development Program has been developed that will provide a high level of professionalism in the management of contracts and contractors. This has involved a review of standard contract documentation, a review of processes, identification of the needs for the introduction of a code of tendering, a

contracts manual and appropriate training for staff. In addition, an information technology system is to be developed to assist with tracking and management of contracts.

#### *INFORMATION TECHNOLOGY - INFO 21*

The fourth year of Council's five-year information technology plan, Info 21, was successfully implemented during 1997/98. The plan continued with its mission to provide our staff and customers with the capability to access timely and accurate information to support the Council business in the application of appropriate technology.

Benefits have been derived from the four key areas of the strategy:

#### *People Development*

Council continues to upgrade the computer competency of staff and to provide opportunities for staff development, as well as supporting staff in their acceptance of change as part of our corporate culture.

#### *Application Portfolio*

Selection of "Best of Breed" off-the-shelf packaged solutions continues, providing new services and facilities to ratepayers without the need to increase staff.

Using technology, changes have been made to business processes and work practices which would otherwise not have been possible, with the added bonus of moving towards Year 2000 compliance.

Council's most significant achievement has been the implementation of a new Property Information Management System called "Pathway". Supplied by Stowe Computing Australia, the system has now been substantially completed to support rating, voting, parking expiations and development approval requirements. Although a packaged application, the implementation of this product in a Hewlett Packard Unix environment, supported on an Oracle database system has led to enquiries from local government authorities around Australia.

Expansion of the Geographic Information System has led to improved access to information through faster response and automated work flows.

Use of multimedia, Internet and Intranet technologies in Council's daily business dealings has increased, with presentation standards upgraded and implemented.

Public Internet access has been provided at the library as well as Internet access on every desktop and a new Internet web page published.

Selection of a Records and Electronic Document Management System called TRIM has now readied us for implementation in year five of a corporate wide records management system.

A pilot mobile communications project proved successful, with further deployment planned for 1998/99. This enabled building inspectors, to access the Council's database via their mobile phones and PCs while onsite, allowing them to give immediate advice and significantly improve customer service.



**No matter where you are,  
the Council can respond.**

### Data Management

Systems like GIS and Pathway have provided better data quality and improved access to information, which led to better decision making and the ability to undertake previously impossible analysis.

Similarly interfaces between these two systems has made sharing data and easier access for users a reality.

Some of this year's projects have involved converting data from the old legacy systems to the new. The integrity of that data and elimination of duplicate data has been paramount in this process.

### Infrastructure

Consistent with its strategy, Council has continued to purchase industry standard hardware that is robust and in pace with the rapid changes that take place with information technology. Due to this, Council is now well placed to take advantage of technologies such as online information services, Internet transactions, imaging and advanced workflow facilities.

For example, the Geographic Information Spatial (GIS) System maps are now available via the Intranet infrastructure installed this year.

Council's network continues to be upgraded in the most cost effective way to provide the data processing power and connectivity for the line of business systems and electronic office.

### HUMAN RESOURCES

A number of developmental and cultural change programs have been initiated to equip Council's workforce for competitive and innovative service delivery. These include:

- Development of a Youth Employment Strategy. This strategy will provide opportunities for youths living in the City to obtain employment experience and develop work skills either within Council or in skilled-based businesses.
- Development of a Graduate Scholarship Program. This program has been developed to strengthen the relationship between Council and various tertiary institutions, while ensuring essential research is conducted on topics that effect the City generally.
- The introduction of an Equity and Diversity Program to assist Council to develop solutions to the diverse problems faced by them, for the benefit of both employees and the community.

- Establishment of the Front Line Managers Development Program which encourages staff to view leadership as a tool that enables each individual to have responsibility for their own actions, and strives to influence those around them in an effective and appropriate manner.
- Expansion of the Management and Leadership Development Strategy, recognising that demands placed on managers and leaders both now and in the future may be significantly different from those of the past.

All of these initiatives are an essential part in the overall strategy for Council to be a leader in local government excellence. This can only be achieved through a highly skilled and committed workforce that is prepared to use those skills to influence change.

Council's many human resource innovations were rewarded with a National Award for Excellence in Human Resource Management from the Australian Human Resources Institute, as well as an Equal Employment Opportunity Best Practice Award from the Equal Opportunities Commission.

### FINANCIAL MANAGEMENT

The Council sought a credit rating from Standard and Poor's during 1997/98. This action was taken only as an independent assessment of the financial health and management of the Council, and not with any fund raising objective.

Standard and Poor's have assigned a very credible long term rating of "AA stable" and a short term rating of A1+ indicating its strong budgetary position, low debt burden and strong capacity to meet financial commitments. The AA rating compares favourably with other large Australian and New Zealand Councils.

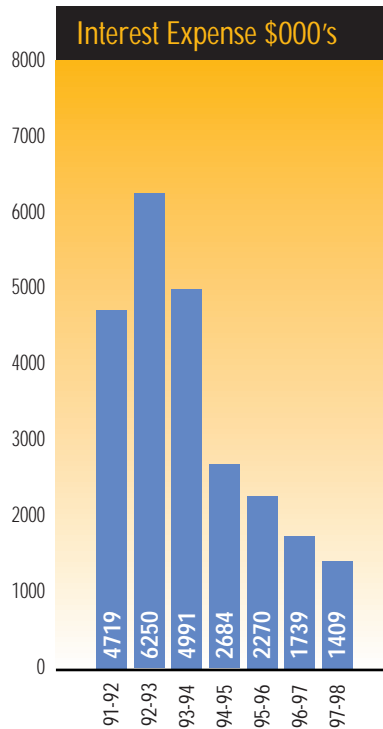
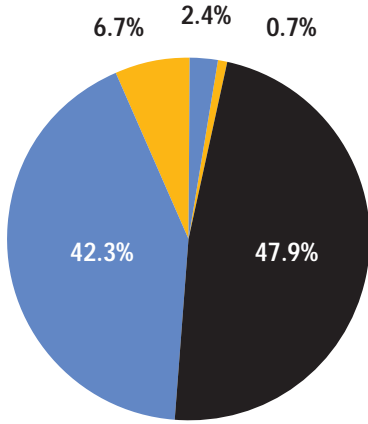
Council	Rating
Auckland City	AA
Brisbane City	AA+
Christchurch City	AA
Dunedin City	AA
Hutt City	AA-

Source: Standard & Poor's report C100; July 27, 1998; page 12

In 1997/98 rate revenue receipts represented only 42.3 per cent of operating revenue, compared to 44.9 per cent in 1996/97. Total operating receipts, other than rate revenue, increased by \$4.4 million or 9.9 per cent compared with a rate revenue decrease of 1.4 per cent. General rate receipts have now declined by 14 per cent in real terms since 1992/93.

*Income by category*

User Charges	47.9%
Rates Income	42.3%
Statutory Charges	6.7%
Grants & Subsidies	2.4%
Other Income	0.7%



Non-current, long term loan liabilities were reduced from \$19.4 million to \$17.1 million. As a result, finance charges reduced to \$1.4 million from \$1.7 million and down from \$6.2 million in 1992/93. Finance charges now represent 1.7 per cent of total operating expenditure compared to 8.2 per cent in 1992/93. The reduced requirement for funding finance charges continues to be a key contributor to increasing capital investment.

*NATIONAL COMPETITION POLICY*

All compliance requirements of the National Competition Policy were met, including the production of financial statements that met the principles of full cost and tax equivalence of all commercial activities. No complaints were received by the Council in relation to non-compliance with the Policy.

*FREEDOM OF INFORMATION*

Three applications for the provision of information under the Freedom of Information legislation were received and satisfied during the year. In accordance with Sub Section 42a(1a) of the Local Government Act, notice is hereby given that no Council Certificates were issued under Section 65zy in the 12 months to 30 June 1998.

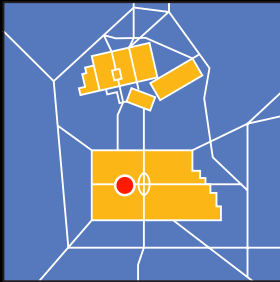
Capital Investment continued to be a key focus with cash payments on capital items reaching \$20.3 million, or 57.2 per cent of rate revenue, compared to 51.7 per cent in 1996/97.

The operating surplus, being \$1.9 million before capital grants, was in line with the budgeted position. Cash flows from operations were up substantially to \$20.1 million, compared to \$17.3 million in 1996/97.

**// We provide the colour, the people provide the movement - it's a real buzz working in the corporate heart of the City. //**  
*Tanya Collin, Alyssiums Florist*



## GOAL 3. Economic Growth and Investment



The Council will aim to strengthen the contribution of the city centre to the State economy as the central focus for enterprise, business support services, specialty retailing, arts, culture and entertainment, education, public administration and tourism.

The Central Market has a new face with the installation of a combined lift well and clock tower.

### CONTROLLING AUTHORITY - ADELAIDE CITY MARKETING

Adelaide City Marketing was established as a Controlling Authority in August 1997 as an umbrella marketing body to assist with the coordination and promotion of City marketing initiatives.

A Board, representing a range of senior City stakeholders and organisations, provides direction for the marketing body. In 1997/98, Council provided \$700,000 in funding, which was supplemented by seed funding of \$300,000 from the State Government.

Adelaide City Marketing's goal is to add to the prosperity of City stakeholders by marketing the City of Adelaide as the cultural, retail and entertainment heart of the State.

To achieve this goal, Adelaide City Marketing has:

- introduced CityScene in May 1998, an integrated marketing campaign that includes a monthly brochure detailing the range of activities and events that the City offers, a television mini-magazine, a mix of print and radio advertising and a popular media guide;

- undertaken a number of promotions in partnership with a range of City organisations. Partnerships include the State Library for the opening of The Bradman Collection, Carclew for the Off the Couch festival, The Advertiser and their City Living supplement, Gouger Street Traders and the Chinese Chamber of Commerce for Lunar New Year festivities, and Arts SA and Council for the Adelaide Faces information program;
- developed a sponsorship program to provide support for City Marketing initiatives. This program has supported several successful events including the O'Connell Street Traders' Autumn Food & Wine Affair, the High Beam Festival and Melbourne Street Traders' busking competition;
- undertaken a successful Christmas program of events;
- introduced the popular artistic billboards that serve as an effective promotional mechanism for City events and activities;
- established City and Rundle Mall marketing operations;
- prepared a Strategic Plan in November 1997.

In addition, and on behalf of Rundle Mall, Adelaide City Marketing has:

- undertaken the annual Sidewalk Sale;
- developed a regular program of entertainment;

- supported many community groups' utilisation of the Mall;
- initiated and prepared a marketing plan;
- commenced a regular advertising program;
- encouraged utilisation of the Mall as a major stage for launching and promoting City events.

### **Adelaide City Marketing Controlling Authority**

	1997-98 ACTUAL (\$000)	1997-98 BUDGET (\$000)
Revenue	1,000	1,000
Less Operating Expenses	773	974
Surplus/(Deficit)	227	26

### **CONTROLLING AUTHORITY - CENTRAL MARKET**

The main focus for Council throughout the financial year has been the provision of a unique fresh produce market for the people of Adelaide. This can only be achieved through the efforts of stall-holders.

Extensive refurbishment works were undertaken at the Central Market during 1997/98. This has involved an upgrade to plumbing infrastructure and the consolidation of waste management and storage into a new facility at the Grote Street end of the Market. This allowed for major refurbishment of the Gouger Street frontage to be undertaken. Due to be completed by September 1998, this refurbishment includes a new feature glass lift servicing both floors of the Central Market car park, new paving to the entrances and stairs, and the removal of the old lift structure, which has obstructed the Eastern Roadway for many years.

Council, through the Central Market Authority, worked closely throughout 1997/98 to control expenditure and maximise revenue. As a result of this prudent financial management, revenue for the year totalled \$2.012 million (exceeding the original budget by \$37,000), while there were \$1.270 million in expenses. The Market provided an operating surplus of \$742,000.

### **Central Market Controlling Authority**

	1997-98 ACTUAL (\$000)	1997-98 BUDGET (\$000)
Revenue	2,012	1,975
Less Operating Expenses	1,270	1,279
Surplus/(Deficit)	742	696

### **ECONOMIC DEVELOPMENT STRATEGY**

Recognising the importance of economic development to the City, Council endorsed a five-year Economic Development Strategy and Implementation Plan. The strategy is the first for the City and details objectives and actions to act on the significant economic development potential in Adelaide.

Implementation of the strategy will focus on the priority industries for the City: education; arts and tourism; information technology; business services; health; and retail and will become a key policy platform for Council.

The strategy recognises that the City has a significant role to play in the State's overall economic development, and that the injection of people and economic activity into the City will assist the rest of the State reach its economic potential.

The detailed report was prepared in consultation with more than 250 stakeholders and represents a continuation of the work and strategies started by Adelaide 21. The strategy contains a strong commitment to not only build on this work but to add value to the economic development initiative of the State and Commonwealth Governments.

### **CITY CENTRE VITAL FUND**

Council took on a new economic development role during 1997/98, agreeing to handle the management and administration of the State Government's \$1.5 million City Centre Vital Fund. Established in March 1998, the Fund aims to stimulate economic growth by creating an improved business environment, and attracting and supporting new business in the City.

The Fund provides one-off grants of up to \$50,000 to help establish new and innovative businesses relocating from outside the State to Adelaide, new local business start-ups or expansion of existing operations with the City.

### **RATE REBATES - RESIDENTIAL INCENTIVES**

The 1997/98 financial year saw the introduction of a five-year rate rebates package for desired forms of development within the City.

The package is aimed at promoting a renewal of both residential and commercial investment in Adelaide.

The rebate is effectively a freeze on the rateable improvements on properties. During the financial year, five residential projects with a total of more than 170 dwellings, and a student housing proposal were granted the new incentive.

The rate rebate incentives complement the Council's existing rebate for residential ratepayers, as well as other programs designed to increase the residential population of the City and North Adelaide.

The rate rebates apply to developments that were started in 1997/98 or will be under way in 1998/99, rolling through to 2002/03. These include:

- new building or conversion developments that cater for residential, visitor or student accommodation on a site with a previous commercial use;
- conversion of commercial buildings for educational, medical or community use;
- development or conversion of a commercial site for a major visitor attraction, museum or educational facility;
- development for organisations contributing to the State's information technology capacity.

The State Government Stamp Duty Rebate for new dwellings in Adelaide has operated for three years and was reviewed during 1997/98. In a positive step for future City residential growth, the State Government decided to continue the scheme.

### **CITY DEVELOPMENT**

Council was involved in numerous major City development projects during the 1997/98 financial year, many of which represented an exciting opportunity to enhance both the aesthetics and facilities of the CBD. Council's role primarily involved liaison with developers, stakeholders and government agencies, and preparation of various plans and assessments. These projects include:

#### **Victoria Square Dine Out**

During 1997/98 work progressed on the design and construction of Victoria Square Dine Out, a 400-seat outdoor restaurant in the north-west quadrant of Victoria Square that will provide a unique dining experience for visitors to and residents of Adelaide.

As part of the project, Council has provided paving, drainage, lighting, street furniture, services and landscaping.

The restaurant will have a stage area for live entertainment and an array of low-volume speakers to provide ambient music. Computer cabling and power outlets have been provided, creating a flexible space which will be able to cater to a range of outdoor dining formats. The complex is due to open in September 1998.

### ***YMCA/ Hotel/Car Park Proposal***

A proposal was put forward to develop the YMCA site on Flinders Street into a multi-storey YMCA, hotel and car park. Council staff liaised with the developers regarding their plans and gained in principle endorsement from Council. Work is progressing on the development.

### ***OPPORTUNITY SITES***

During the year Council embarked on a new initiative to rid the City of blighted sites. The Opportunity Sites Initiative comprises three components: the redevelopment or visual improvement of 32 blighted or underdeveloped sites; the identification and facilitation of major redevelopment opportunities; and encouragement to lease vacant office floor space in the CBD.

As a result of this initiative, progress already has been made on 16 of the 32 identified sites. The 1997/98 financial year saw the commencement of construction on two sites and the lodgment or approval of development applications for the redevelopment of a further five sites. Improvements have been completed at a site on North Terrace and a pocket park soon will be created on a site in King William Street.

Concept plans have been completed for the visual improvement of an additional five sites. The owners of two of these sites have agreed to undertake improvements to their land, whilst two other owners have been approached to allow the establishment of community gardens on their land in association with Urban Ecology Australia.

Feasibility studies, which were funded by Council, were completed for four potential redevelopment sites, including the redevelopment of Leigh Street. In association with Ipoh Pty Ltd - the new owners of Leigh Street - major improvements to this site are scheduled for 1998/99.

A property register of 101 office buildings with vacant floor space to let in the CBD has been established in association with Adelaide's major office leasing firms.

This data will be invaluable when more demand is generated for office accommodation as the City Centre Vital Fund comes into effect in 1998/99.

### ***RETAIL SHOPPING HOURS***

In June 1998 the three-year moratorium on shop trading hours ended and the State Government called for submissions on trading hours prior to its formal review.

At its meeting on 23 March 1998, Council resolved to make a formal submission to the Shopping Hours Trade Review. In response to this, Council prepared a detailed 35-page report after extensive consultation with stakeholders and affected parties. The report reinforced the importance of retailing to the economic well-being of the City, to the community life of the State and to Adelaide's appeal as a visitor destination.

In its submission, Council highlighted the fact that Sunday and late night trading shopping in the City contributes to the combined strategies of the State Government and Council to revitalise the City and promote South Australia and its capital as a desirable location for investment and tourism.

It was also stressed that allowing regional shopping centres to trade on Sundays would further erode the viability of the City's retailing area and detract generally from activity levels within the City.

Recognising the need for trading hours that more closely mirror the changing lifestyle demands of City and metropolitan shoppers, Council suggested that retailers should be given the choice of the hours in which they are allowed to trade, while maintaining the current level of shopping hours.

Council believes any changes to shop trading hours should be accompanied by the drafting of a definitive policy on further regional centre development and expansion, as well as the formulation of retail indicators that can monitor City and State retailing performance to assist in future decision-making on shop trading hours.

### ***WEST END URBAN RENEWAL***

The West End Urban Development Strategy was adopted by Council in July 1996 to revitalise the City's West End through collaboration with property owners, business and government agencies to create a new cultural precinct that combines arts, education, entertainment and tourism industries.

Projects within the West End that have been completed during 1997/98, or will be completed in the next two years, amount to more than \$245 million. These include:

- EDS building - \$70 million;
- Radisson Playford Hotel - \$40 million;
- Adelaide Institute of TAFE's Centre for Performing and Visual Arts - \$26 million;
- Leigh Street upgrade - \$8 million;
- Riverbank Precinct development around the Festival Centre and ASER complex - \$100 million;
- Capital works of \$1 million per annum by Council.

Council, in conjunction with the Adelaide West End Association, has produced six reports as part of the West End Strategy, each of which seeks to enhance key fundamental aspects of the precinct. The implementation of the recommendations in these reports is allowing for the coordination of the upgrade of the public and private realm, achieving a better tenancy mix and enhancing the tourist and arts industries:

### ***Hindley Street & Light Square Urban Design Concept Plan***

This concept plan will integrate Hindley Street with the broader West End, while also refurbishing heritage icons. The report was adopted by Council in August 1997.

### ***Hindley Street East Tenancy Plan***

The tenancy plan has a focus on four market sectors - office workers, students, artists and tourists. As a result of the plan, a Retail Street Management Agency has been engaged to lease vacant space. Property owners and Council have equally contributed funds for the Agency. The report was adopted by Council in August 1997.

### ***West End Boarding and Rooming House Strategy***

This strategy examined ways of re-housing people currently in short-term accommodation and who are likely to be affected by redevelopment proposals in the precinct. A joint-venture rooming house project is under discussion with the South Australian Housing Trust. The report was adopted by Council in August 1997.

### ***West End Tourism Business Plan***

This plan highlights the tourism potential of the precinct through the combination of a major entertainment role with the hosting of 3000 hotel beds. Marketing packages are now being developed to capitalize on this potential.



### ***West End Crime Prevention Report***

Addressing real and perceived crime is fundamental to the revitalisation of the West End. Reported crime in the Adelaide Police Division, including the Hindley Street Collection District, is on a steady downward trend. However, the continued implementation of an integrated crime prevention initiative is essential to maintain this trend.

### ***Creating A Precinct for Artists***

The Minister for the Arts, Ms Diana Laidlaw and the Lord Mayor, Dr Jane Lomax-Smith launched the West End Arts Co-location Project at the Jam Factory on 10 July 1998.

The "Creating A Precinct for Artists" report provides the framework to build on the already existing arts presence that exists in the West End and centers around the Lion Arts Centre, and will lead towards the creation of a precinct for artists. The Adelaide Institute of TAFE's new Centre for the Performing and Visual Arts, and the University of South Australia's Faculty of Art, Architecture and Design also are important in the consolidation of this critical mass.

**The Council-led revitalisation of the West End Precinct and investment by major companies has given the area a new lease of life.**

**West's Coffee Palace has been extensively restored.**

### ***LOCAL AREA DEVELOPMENT PROGRAM***

The Local Area Development Program assists communities within the City's traditional shopping, business and leisure precincts to participate in economic development. Council's capital works projects support the program, reflecting the interests of the community and contributing to the improvement of these precincts through streetscaping works.

The program recognises the benefits to the City of coordinated business development strategies, implemented by local traders associations. Council directly contributes to these groups' operating costs and provides administrative and professional support.

The City West and the Hindley Street Associations amalgamated during the 1997/98 financial year to form the Adelaide West End Association. This association has been a significant player in the delivery of Council's West End Urban Development Strategy.

Precinct groups held several successful major events during the year that have provided potential economic benefits, as well as contributing to the City's lifestyle. The O'Connell Street precinct held a very

successful Food and Wine Affaire in Wellington Square, the Hutt Street group held its second Great Hutt Street Race Day, and Melbourne Street combined with the Adelaide Fringe to present a buskers' competition. The Central Market precinct was a hive of activity during Tasting Australia.

#### CITY PARKING

U-Park's high-profile marketing strategy within the City enabled it to maintain its dominant market share of the casual, reserved and early-bird sectors of the market.

The creation of a marketing relationship between U-Park and Adelaide City Marketing has enabled U-Park to maintain its high-profile promotional activities, as well as supporting some key marketing initiatives in the City. These included: the City Cross City Card customer loyalty promotion; the Easter in the City promotion; and various voucher parking schemes in conjunction with businesses in the City, such as the Central Market and Gouger Street traders.



U-Park maintained its highly effective customer service activities and was able to increase its customer satisfaction rating to 94 per cent, a 3 per cent increase in satisfaction levels from 1996/97. A separate U-Park Certified Agreement was negotiated with employees, which will ensure greater flexibility within the workplace, and the ability to implement a more effective, customer focussed structure.

Three staff from the Department's On-Street Parking Section were actively involved in the City Faces promotion,

#### Wellington Square at North Adelaide provided a perfect hub for the Autumn Food and Wine Affair.

installed at Topham car park. While being a far more convenient system for parkers, the chips are re-usable making them more environmentally friendly and cost-effective.

#### TOWN HALL FUNCTION CENTRE

The financial position of the Centre has dramatically improved over the past five years and only a small financial loss was recorded for 1997/98, representing a 38 per cent profitability improvement during the past five years.

With more than 1,100 functions held during the year, the Centre again played an important part in the cultural and community life of the City, offering a wide range of events that attracted participants and performers from South Australia, interstate and overseas.

Highlights of the year included several Adelaide Festival concerts, lectures by international authors for Writers' Week, the Olympic Journey Launch and several hundred corporate and private events and celebrations, including 33 weddings.

The ornate Banqueting Room proved a successful alternative to the larger Town Hall Auditorium for a series of very well patronised chamber music concerts.

In February 1998 the Centre won a national Award for Excellence from the Meetings Industry Association of Australia. The award was in the Specialty Venue category, which recognises venues without accommodation that are able to stage a wide range of events "with imagination and flair".



**// At Topham U-Park I can always find a park, it's very convenient and the night rates are cheaper. //**

*Kerry Lawson, U-Park Patron*

undertaken in conjunction with the City Marketing Authority and State Government agencies to support the various activities of the 1998 Adelaide Festival and Fringe. Staff involved provided a mobile information service to thousands of tourists and visitors to the City, as well as Festival patrons.

New technology was utilised by U-Park. Computerised entry/exit equipment, which uses electronic chips for casual parking access instead of paper tickets, was

# GOAL 4. Environmental Quality



The Council will maintain a clean and healthy City environment, controlling liquid, solid, visual and noise pollution within acceptable levels. It will also ensure that development is not at the long-term degradation of the environment.

A comprehensive public information campaign accompanied the rehabilitation of the Torrens Lake - a major joint venture between the Council, State Government and the Torrens Catchment Water Management Board.

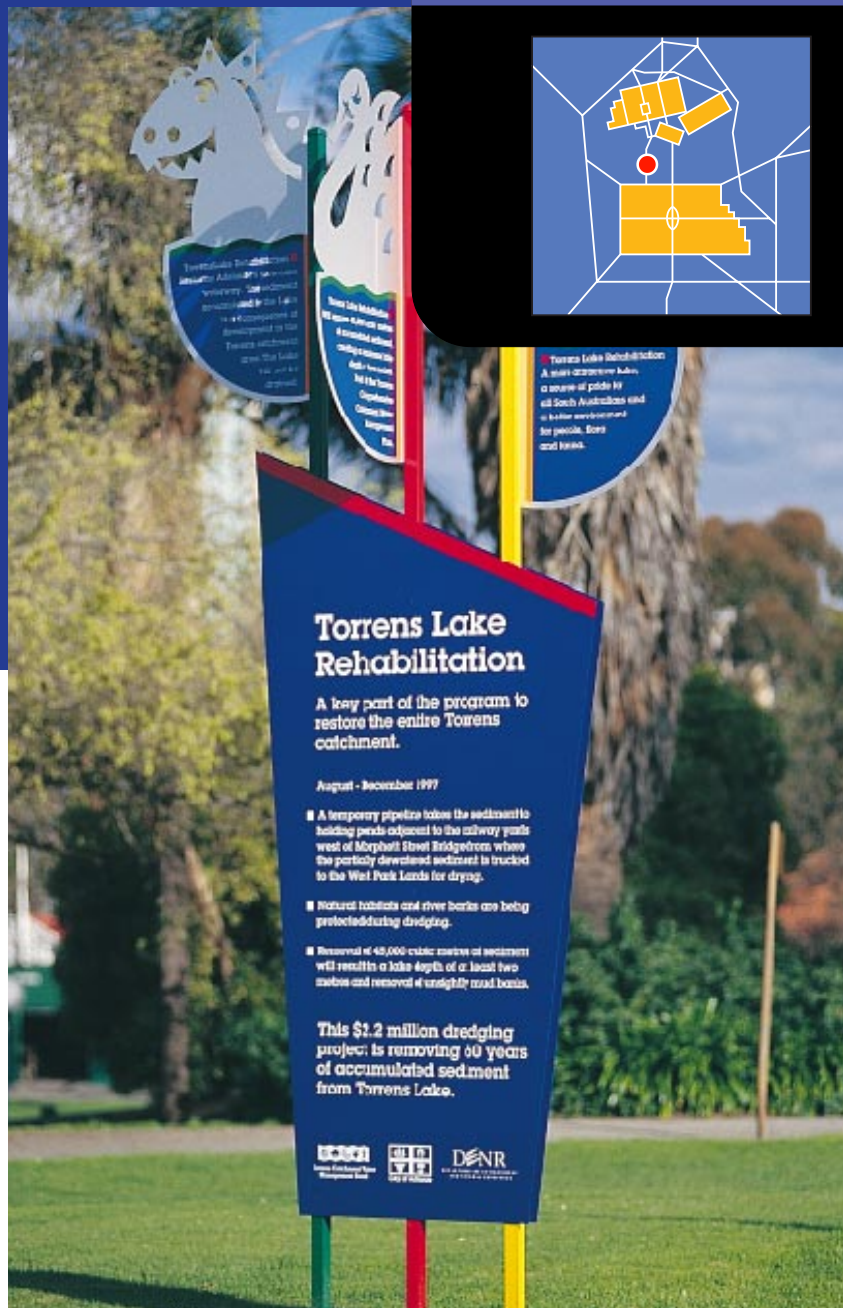
## AGENDA 21

Following the successful launch of the Agenda 21 Environmental Management Plan in 1996/97, the plan received an Award of Excellence from the Royal Australian Planning Institute (RAPI) in the Community Planning category of its annual awards.

Staff throughout Council have continued to embrace the principles of Agenda 21 as part of their daily activities. The Operations Department, as an example, has increased its use of recycled products in road and footpath maintenance and construction, reduced the number of herbicide and pesticides used and provided facilities for the recycling or disposal of hazardous materials.

Council also joined the Cities for Climate Protection program during 1997/98, an international local government initiative involving the collection of greenhouse gas emission data and the adoption of strategies to combat this major environmental problem.

World Environment Day 5 June 1998 also saw the launch of the City of Adelaide Green Map, the first of its type in Australia. This map links all of the environmental resources in the City and was developed in assistance with Urban Ecology Australia



and the Department of Environment, Heritage and Aboriginal Affairs.

## TORRENS LAKE ALGAL BLOOM

Council closed the Torrens Lake in January 1998 following an outbreak of toxic blue-green algae. The algae was able to develop following many days of warm, windless conditions that are ideal for its growth. As a result of the health risk associated with the algae, use of the lake, including recreational boating, was prohibited.

The situation was monitored for several days and Council worked closely with the Torrens Catchment Water Management Board, the SA Health Commission and the Australian Water Quality Centre to address the problem. A boom was installed to try to contain the algal bloom while it was hoped favourable weather conditions, including wind and rain, would assist the problem.

After being closed for 12 days, the Torrens Lake was flushed with 600 megalitres of water from Kangaroo Creek Reservoir to rid it of the toxic algae. This move resulted in

a significant drop in algae numbers within a day and allowed the lake to be reopened.

A comprehensive monitoring program was conducted throughout the remainder of the summer. A similar program will be implemented in summer 1998/99 to ensure an equally quick and thorough response should the problem reoccur.

#### *TORRENS LAKE REHABILITATION*

A \$2.2 million rehabilitation of the Torrens Lake was completed as a joint initiative of Council, the Torrens Catchment Water Management Board and the Department of the Environment and Heritage.

Extensive consultation with the community and stakeholders was undertaken. This consultation process commenced with a planning and feasibility stage carried out in 1996.

In order to actively inform the community of the dredging process, a high level information campaign was held which included fact sheets and lake signage. These signs which were placed around



**// The Torrens Lake is integral to the ambience of our City - we've rehabilitated it and given it a fresh start - now we have to keep it that way. //**  
*Lord Mayor Jane Lomax-Smith*

**A cutter suction dredge worked its way along the Torrens Lake removing more than 48,000 cubic metres of sediment.**

The key issues that were considered included: the concerns of the many users of the lake and adjoining Park Lands during the project; the sensitivity of the wildlife inhabitants and manicured gardens; the inconvenience to visitors and commercial outlets; and the monitoring and control of environmental concerns.

The Torrens Lake Rehabilitation Project won the 1998 South Australian Case Earth Award for its category and is now in the running for the National Awards in November. These awards are presented annually to honour the best environmental management practices in the state.

#### *BUILDING ASSESSMENT*

The new performance-based Building Code of Australia came into effect, providing building owners and designers with more freedom in the development of innovative buildings in the City.

Staff were fully trained in the details of the new Code, providing Council with the expertise to deal with the new fire engineering requirements for alternative building designs.

#### *DEVELOPMENT ENFORCEMENT*

Enforcement inspections were increased by 30 per cent in 1997/98 to achieve greater control over development work, particularly in residential areas.

Council's private property graffiti removal program increased from 186 instances in 1996/97 to 229 in 1997/98. The program also was expanded to include the repainting of buildings under the **CityPride** campaign.

#### *ENVIRONMENTAL HEALTH*

A greater emphasis has been placed on the development of environment and public health policies in conjunction with State Government and other stakeholders.



Torrens Lake, incorporated the interesting designs of fish, swans and the Lake Monster.

To increase community awareness about the project, the Torrens Lake dredge was painted with the 'Lake Monster' and a competition held to find a name for this creature. The winning entry was "Crunch 'n' Munch", with the winner receiving a bike for their imaginative title.

A key component of this project was the dredging of the sediment, which had accumulated over many years and was impacting on the Lake's amenity. Due to the location of the lake within the CBD and the sensitivity of its location, an innovative approach was required to undertake the removal of the sediment. A total of 48,000 cubic metres of accumulated sediment was dredged, resulting in a Lake depth of two metres and the removal of unsightly mudbanks.

For the first time, a survey of residents in the City was carried out to ascertain their perceptions of the general health of the City and the significant issues impacting on their health. This information will prove useful in identifying and developing key environmental health strategies. A survey of youths in Hindley Street regarding the use of hypodermic syringes also was conducted. The Lord Mayor's Drugs Advisory Committee will use the feedback from this survey to develop a number of drug-related strategies.

Recognising the importance of immunisation in creating a healthy community, an Immunisation Plan has been adopted by Council that identifies the various vaccination requirements of people in the City and establishes strategies for meeting these needs.

Participation with the police and Liquor Licensing Commission helped to facilitate the development of a voluntary accord for licensed premises in Hindley Street to counteract the negative public perception that the area is unsafe.

#### LAND CONTAMINATION RISK MANAGEMENT

A joint research project was undertaken with the University of Adelaide during 1997/98 to develop a risk management framework for dealing with land contamination issues in the City. The framework is based on recognised international standards for Environmental Management Systems and work is now proceeding on implementing the framework throughout Council for all environmental issues.

A detailed investigation and audit program to determine the environmental condition of five potential development sites was undertaken.

#### WINGFIELD WASTE MANAGEMENT CENTRE

Formerly known as the Wingfield Solid Waste Landfill Depot, the Wingfield Waste Management Centre experienced a 40 per cent rise in the amount of domestic waste received following the closure of several landfills sites in the northern regions.

The number of loads to Wingfield increased from 105,000 in 1996/97 to 116,000 in the 1997/1998 financial year.

The shortage of landfills in metropolitan Adelaide is a considerable concern to local

government, which is seeking to manage waste resources responsibly. Council's Wingfield Waste Management Centre plays a major part in the local industry and a number of resource recovery options are being considered to reduce the amount of waste or potential resources being buried in landfill.

Around 7,000 tonnes of green waste - including pallets, packing crates, trees, shrubs and timber - was diverted from landfill and processed into mulch for use in rehabilitation plantings or bio-remediation. In addition, 15,000 tonnes of concrete was pulverised and recycled for use in road construction and other special projects.

The Wingfield Waste Management Centre operates in accordance with an EPA approved Environment Improvement Plan (EIP). The EIP establishes performance indicators and corrective action plans for the following areas:

- Community Relations;
- Development of an Environment Management System;
- Protection of Water Resources;
- Landfill Gas Management;
- Control of Litter, Dust, Noise, Pests;
- Geotechnical Stability;
- Monitoring of Weather Conditions in Relation to Site Operation Performance;
- Control of Incoming Waste;
- Traffic Management.

The EIP also addresses the areas of landscaping and post closure management.

In accordance with the Centre's EIP, an extensive groundwater monitoring program has been established. In all, 43 groundwater bores have been constructed in and around the site and are monitored on a six monthly basis.

The Centre's methane gas extraction system, owned and managed by Energy Developments Limited, continues to produce electricity which is fed back into ETSA Corporation's power grid. In the 1997/1998 financial year enough power for between 3,000 and 4,000 houses was fed into the grid.

KESAB were engaged as independent auditors of the Centre's litter control program. They conduct audits on a fortnightly basis to ensure that litter control measures are adequate. All areas within a 1.5 km radius of the site entrance are monitored and cleaned, including roads leading in to the site.

Stage 1 of the Centre's rehabilitation planting program was completed with the planting of more than 100,000 native plants. Stage 2 commenced in May 1998 and when complete in August 1998 will involve the planting of an additional of 30,000 native plants.

#### ENERGY MANAGEMENT

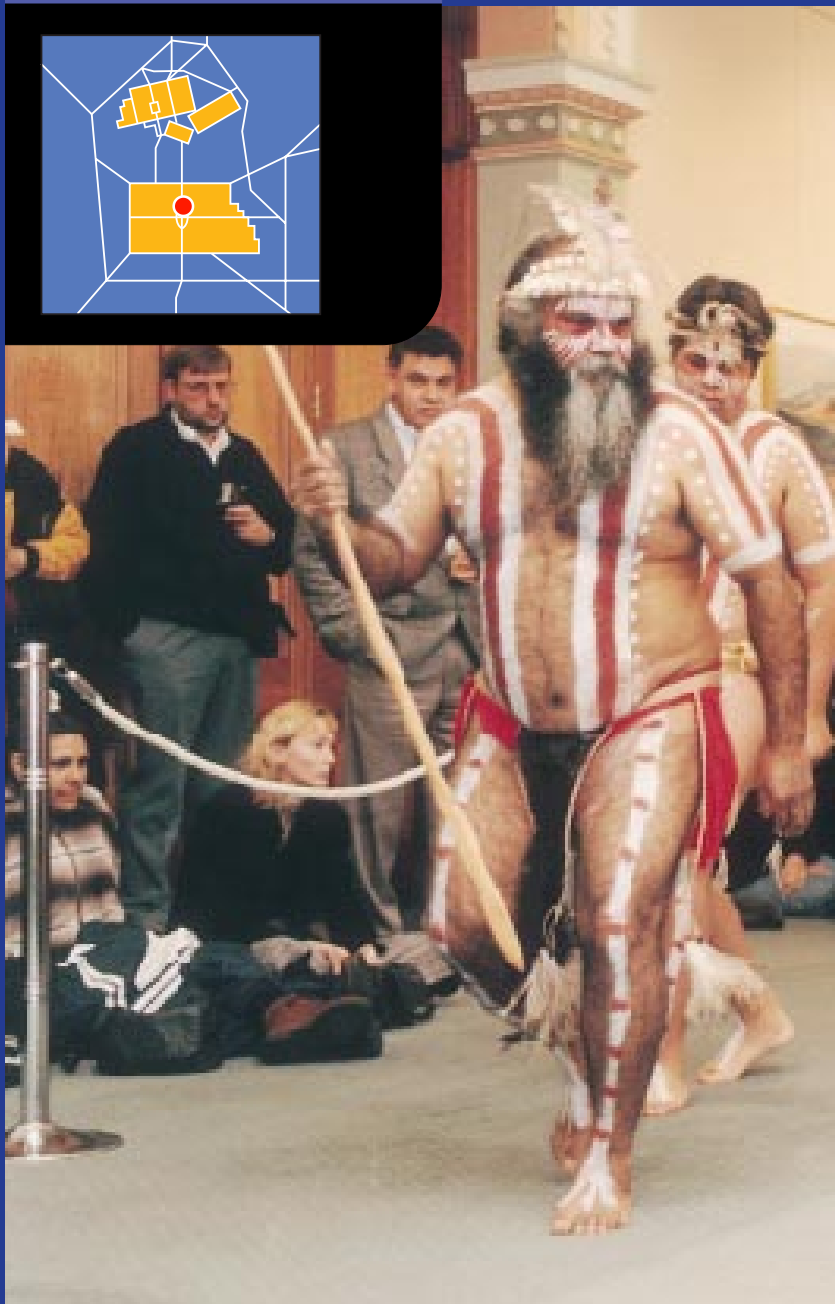
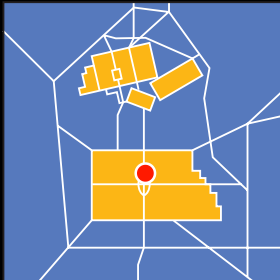
Detailed audits were conducted on the Town Hall, Colonel Light Centre, Rundle Street car park and Aquatic Centre to identify potential energy cost savings. Combined savings of \$145,000 a year were identified as a result of the audit, with an implementation cost of around \$376,000. Opportunities for immediate savings of \$33,000 a year - with no associated implementation costs - have been introduced.

The development and installation of an energy management database in 1998/99 will enable improvements in energy management by the recording, monitoring and reporting of energy consumption, cost and greenhouse gas emissions from Council-owned buildings.



**The Council is committed to maintaining and protecting the natural environment, such as existing wetlands. In line with this, the Wingfield Waste Management Centre has strict operational procedures and extensive monitoring programs in place.**

## GOAL 5. Community and Cultural Vitality



The Council will plan, develop and coordinate the equitable provision of community services for residents and visitors to the City; seek to ensure that persons with low incomes and special needs have the opportunity for full participation in City life; and support cultural and recreational initiatives that enrich the community life of the City.

A flag-raising ceremony at the Town Hall was part of Council's continuing support for NAIDOC activities.

outlining their health needs and recommending necessary improvements to service systems in the City will be published in 1998/99.

As in previous years, Council provided financial and staff support to NAIDOC activities, hosting an Aboriginal and Torres Strait Islander Flag Raising Ceremony and Reception on 6 July 1997.

### *CITY OF ADELAIDE LIBRARY SERVICE*

The City of Adelaide Library Service continues to be a popular Council facility with customers accessing the service through the City of Adelaide Lending Library and the North Adelaide Public Library. The 1997/98 financial year saw a rise in the number of library visits at both libraries and an increase in the amount of stock available for loan.

The interior of the North Adelaide Library has been redesigned to reflect the style of a bookshop, featuring prominent displays of videos, bestsellers, CDs and paperbacks, together with a comfortable reading lounge.

Public Internet access, including e-mail and the World Wide Web, now is available at both libraries. This service has proved particularly popular with visitors to Adelaide who use the Internet to keep in touch with friends and family while they travel.

### *ABORIGINAL DEVELOPMENT*

On 22 May 1998 the Lord Mayor, on behalf of all elected Members, signed an Adelaide City Council National Sorry Day Acknowledgment. Council also hosted a National Sorry Day Reception on 26 May 1998.

The Lord Mayor hosted a Native Title information breakfast, addressed by ATSIC Chairperson, Mr Gatjil Djerrkura.

A working party, comprised of representation from all major inner-city

Aboriginal community organisations, was convened to assist Council with Aboriginal development and reconciliation work and to provide Council with advice on key reconciliation issues and matters of concern to the Aboriginal community.

A jointly-funded Aboriginal health project with the SA Health Commission involved intensive consultation with Aboriginal visitors to Victoria Square and other parts of the City, providing much needed health-related services to this group. A report



**// I come here because it's my local library and it gives me the chance to learn more about the Internet. //**

*Markiam May and his Uncle Peter, North Adelaide Library Patrons*

Popular activities including monthly bookclub meetings and children's programs were attended by more than 2,300 children.

The Library Service experienced an increase in circulations, daily visits and enquiries during 1997/98. This is, in part, due to the fact that the Libraries cater more for the interests and needs of customers. While customers have a comparatively small collection from which to borrow, they have tended to borrow extensively from what could be considered "non-traditional" stock.

### Key Statistics

DESCRIPTION	1996/97	1997/98
Membership	66,651	51,727
Collection size	115,044	126,396
Circulations	723,153	736,778
Enquiries	87,977	83,952
Annual visits	484,051	518,539

### SOCIAL PLANNING

Following an extensive consultation process Council's first Social Development Strategy for the Corporation was developed. This strategy will guide Council's social policy work and improve its capacity to assess the social impact of its operations on the local community.

### DISABILITY ACCESS

Considerable work was done on the development of a comprehensive Disability Access Action Plan, involving capital works, building refurbishment, community services and staff training to improve the accessibility of the City for people with disabilities, as well as the aged.

A copy of the draft plan was circulated to 89 selected stakeholders for comment. Their responses had a significant impact on the final contents of the plan and alerted Council to a range of immediate improvements that could be made to Council's day-to-day work practices to improve accessibility. Now completed, the plan identifies Council's commitment to going beyond minimum requirements to make Adelaide the most accessible city in Australia.

An Access Map and Directory was developed during the year for distribution to tourists and visitors to Adelaide with a physical or sensory disability.

The Local Government Association and Disability Action Inc presented Council with a Recognition Award for its role in promoting services for the disabled.

### HOMELESS AGENCIES

Council supports most key City homeless assistance agencies with grant funding of between \$5,000 and \$40,000. To further support these agencies, Council also provided research, policy and administrative support, especially to cross-sector projects such as the Multi-Agency Community Housing Association and the City Homeless Mental Health Team.

Council convenes the Inner City Administrators Group (ICAG), which includes 11 major welfare/homeless agencies in the City, encouraging them to work together for the purposes of service coordination, research and policy development. In the past year the group worked to address the problems homeless people in the City face when trying to access mental health services. The group also made a significant number of recommendations to the State Government's Enquiry into the Delivery of Mental Health Services.

During the year, ICAG continued to support the mental health team, City Homelessness Assessment & Support Team



**Chunky Custard was one of the many popular acts featured in the Council-sponsored 'Musical Squares' program.**

(CHAST), while Council provided support to the Welfare Rights Centre to evaluate the impact on City dwellers of changes to Commonwealth Government income security legislation and policies.

#### ARTS AND CULTURAL DEVELOPMENT

##### City Arts Strategy

A comprehensive City Arts Strategy, endorsed by Council in May 1998, outlines the role of Council in the arts, the principles that should underpin its efforts and outlines an agenda of practical action. The strategy provides future direction in key areas of Council's work in the arts, including: festivals and major events; expression of local creativity; arts industry development, partnerships and collaborations; and marketing and promotions.

##### Cultural Development Program

As well as providing extensive grants to major arts organisations and events, Council also seeks to provide cultural opportunities for communities with limited access to mainstream arts. In 1997/98 there was a particular emphasis on arts for young people, people with a disability, multicultural communities and people disadvantaged by low income. These events included:

- the Sickfest weekly youth music initiative for inner-city youth and young and emerging artists;

- a didgeridoo vigil in Victoria Square to commemorate National Sorry Day activities;
- establishment of a Poster Park to provide local artists with an area for legally advertising their activities at no cost;
- lantern making workshops for young people to participate in the High Beam arts and disability festival;
- design and development of a community mural for a daycare centre;
- a National Aboriginal Dance Conference gala performance in Rymill Park;
- High Beam arts and disability festival.

##### Arts grants program

Arts and Culture Quick Response Grants were allocated to individuals and organisations throughout 1997/98 for projects that arose at short notice. Priority projects include those that reflect a commitment to community participation, projects or activities that creatively transform and enliven City spaces or increase opportunities for artists to reach City audiences. The \$31,000 grant fund supported more than 26 arts and cultural projects.

##### On the Streets

The On the Streets performance program was developed to provide new opportunities for arts and cultural groups, and students to present arts experiences to City visitors. A combination of traditional street theatre, student works, celebratory events and experimental activities were presented throughout the City and Park Lands. Performances and commissions supported by this \$50,000 strategic initiative included:

- traditional small-scale street theatre and processional events presented by local theatre groups;
- works by performing arts students;
- a 10-day program of works performed by people with a disability during the inaugural High Beam Festival and Lighting the Way procession;
- the commissioning of individual artists and small collectives to incorporate elements of new technologies into high-tech performances as well as small-scale commissions.

##### Public Art

The distinctive character of the City was developed and enhanced through the placement of public artworks. These included a mosaic bench on Rundle Street, establishment of the poster park on

Hindley Street, bike racks at various locations and the updating of the "When I'm 64" mural on Frome Road.

##### Musical Squares

Beginning in Summer, City visitors and workers were treated to a wide range of musical acts as Adelaide's public squares became lunchtime entertainment venues.

Bands such as Chunky Custard, Fruit, the Kym Purling Trio and the Borderers, provided free entertainment to passers-by.

This program, part of the Council's continuing commitment to City's cultural community, was also a showcase for up-and-coming local musicians.

##### COMMUNITY GRANTS

Council has the largest community grants program of any local government organisation in the State. During the 1997/98 financial year, Council allocated a total of \$766,309 to more than 100 City organisations. This included:

- \$506,373 for community assistance projects;
- \$134,370 for performing arts and culture projects;
- \$506,373 for recreation and tourism projects;
- \$91,360 for subsidised properties in the City, mainly for homeless and child-care agencies.

Community service grants ranged from \$500 to \$81,000 and this funding assisted in the development and maintenance of high-quality, innovative programs to enable residents and visitors - especially those on low incomes, the homeless and persons with disabilities - to fully participate in City life. City schools also received grants. A strict assessment and monitoring process ensures that projects which are most beneficial to the City community receive priority funding.

Performing arts and culture, as well as recreation and tourism grants, are provided to enhance City vitality as this funding encourages the Adelaide community and visitors to enjoy the diverse cultural events the City has to offer. Funded activities and events reflect a commitment to increasing opportunities for participation and access for families, people with a disability, young people or those disadvantaged by low income.



Street art in keeping with the cafe culture of Gough Street has been installed.

## NEIGHBOURHOOD DEVELOPMENT

Major restoration and renovation of the North Adelaide Institute was completed during 1997/98 to ensure the building's suitability for community use. A major grant was made available to the North Adelaide Community Centre Management Committee, made up of North Adelaide residents, and Council has worked with the group to establish a first-class community centre.

## HOME AND COMMUNITY CARE SERVICES

Isolated City residents are supported in their home by the Friendly Visiting Program, supported by Coglin Street Community Centre staff and volunteers, who visit elderly residents to provide company and assist in small tasks around the house.

The Lunch Club, a joint project between Council and the Helping Hand Centre, continued to provide respite and social opportunities once a week for residents of local rest homes.

## CRIME PREVENTION

Council developed comprehensive documentation of current crime prevention strategies, research and crime statistics for the West End precinct of Adelaide during 1997/98. A report based on this has been endorsed by the West End Strategic Task Force and provides guidance to Council, the State Government, police and traders for future collaboration on crime prevention. This "West End Crime Prevention" report was released in June 1998.

The closed circuit television system, which monitors key sites within the City, has been evaluated to assess the system's capacity to meet crime prevention, community safety and enhanced policing response objectives. The evaluation - being jointly conducted by Council, police and the Hindley Street Action Project - provides a basis for decisions on the future application of the system in Adelaide.

### **Navigator Project**

The Navigator project is an ongoing crime prevention program that provides access to public transport for travel to a safe place. The project targets young people identified to be at risk by remaining in the City and this unique program has been recognised as producing excellent outcomes for young people stranded in the City.

## Police/Youth Protocol

Facilitated by Council, youth services agencies and police in the City developed a protocol to ensure continuing best practice in inter-agency collaboration. The protocol, a first in Australia, is a key achievement in youth crime prevention.

## Bicycle Theft Strategy

The implementation of Council's Bicycle Theft Strategy has led to the construction of a safe bicycle parking facility in the Central Market, while bicycle lockers have been introduced at U-Park car parks on a trial basis.

## YOUTH DEVELOPMENT

Initiatives by Council during 1997/98 to encourage positive participation by young people in the City included:

- SAYNXPRESS Radio Program. This successful program, now in its third year, provides young people with the opportunity to host their own radio show, which includes youth service information, opinion polls, information on employment opportunities and upcoming events. SAYNXPRESS goes to air every Friday from 7.30pm to 8.30pm on Radio 5UV.
- CD Project. More than 50 young people from a wide range of cultural backgrounds have participated in song writing and music production workshops to produce a compact disc, Reality in a D'verse City. This innovative youth reconciliation project has been nominated for a national local government award.
- Youth Week Banner Project. More than 100 young people created 12 colourful banners that showcased young people's activities, issues and local talent in the City. The banners were exhibited in Rundle Mall during Youth Week in September 1997 and also can be seen in the Council-produced Youthful Dates 1998 calendar.
- Fast Track pop-up map. For young people who need help in the City, Council has produced the second edition of the popular Fast Track pop-up map. It provides details of more than 40 services in an easy-to-use guide.
- Multi-cultural music and dance. In October 1997, more than 200 young people attended Culture Station, a multicultural music and dance performance shop organised by Council to showcase young people's talents and promote reconciliation.

- Youth Skate Park. Council secured a major grant from the Department of Sport and Recreation to match its own financial contribution toward the establishment of a comprehensive skate facility of international competition standard. This is due to open late in 1998.

## PARK LANDS

Historically, the Park Lands and Squares are important and form a significant part of Adelaide and its identity. Colonel William Light dedicated the Park Lands "to the healthful recreation of the inhabitants of the city".

During 1997/98 work began on the preparation of a comprehensive Park Lands Management Strategy that will underpin future decisions regarding this unique asset. The study, which incorporates an extensive consultative approach, is progressing in two stages. The first stage - Situation Appraisal, Issues & Direction - which began in November 1997, will be completed in August 1998. The second stage - Strategies, Actions & Implementation Program - will be carried out from September 1998 to April 1999.

The management plan will address the cultural, historic, environmental, economic, social, land use, physical design and operational aspects of the Park Lands. It also will determine how the Park Lands identify and support Adelaide as the capital of South Australia, and as the leisure, recreational and cultural hub of the Adelaide metropolitan area.

## ALCOHOL MANAGEMENT PLAN

Council initiated the development a City-wide Alcohol Management Plan during the 1997/98 financial year to address the issue of alcohol abuse in the community. In developing the plan, Council has recognised that alcohol abuse occurs in many parts of the City and that there is an urgent need to develop principles and policies on how to manage the cause and effects of alcohol abuse.

## PUBLIC COMMUNICATION AND CONSULTATION PROJECT

The Council is committed to improving the way it communicates and consults. In line with this, Council endorsed a project brief in April 1998 and established the Public Communication and Consultation Committee.

The project's goal is: "To establish broad agreement on a 'communications and consultation charter' and a model that describes approaches for different contexts (based on best practice principles)".

Background work was initiated on the project in June. This involved focus groups with those who have an interest in the Council's approach to communication and consultation and also a best practice review.

Early next financial year a draft Charter and Model will be developed. There will be a process of extensive public consultation on these drafts prior to their consideration by Council.

#### CONTROLLING AUTHORITY - ADELAIDE AQUATIC CENTRE

The Adelaide Aquatic Centre is a public aquatic facility owned and operated by Council. The Centre caters for a wide variety of users and provides a venue for regional and State aquatic activities. Over 800,000 people visited the Centre in 1997/98.

**The upgraded dive tower is the focal point of the Adelaide Aquatic Centre interior refurbishment.**

A \$1.2 million upgrade of the Centre was approved by Council during 1997/98, enabling high-priority risk management issues identified in a recent building audit to be addressed. These improvements included:

- the installation of two, 14-person concrete spas;
- upgraded dive tower access;
- refurbishment of the front foyer ceiling;
- upgrades to plant pipework;
- repainting of the external roof.

The implementation of an ultra-violet disinfection system in the leisure and spa pools, and the installation of automatic dosing equipment into all pools and spas also allowed the Centre to produce water quality of a high standard that meets all legislative requirements.

During the year Council endorsed, in principle, the need for a \$24 million major upgrade of the Centre, encompassing six packages of works. Council is now seeking State Government support to carry out the upgrade in recognition of the important role the Centre plays in State aquatic activities.

The Centre again hosted high-profile aquatic events at a State and national level including:

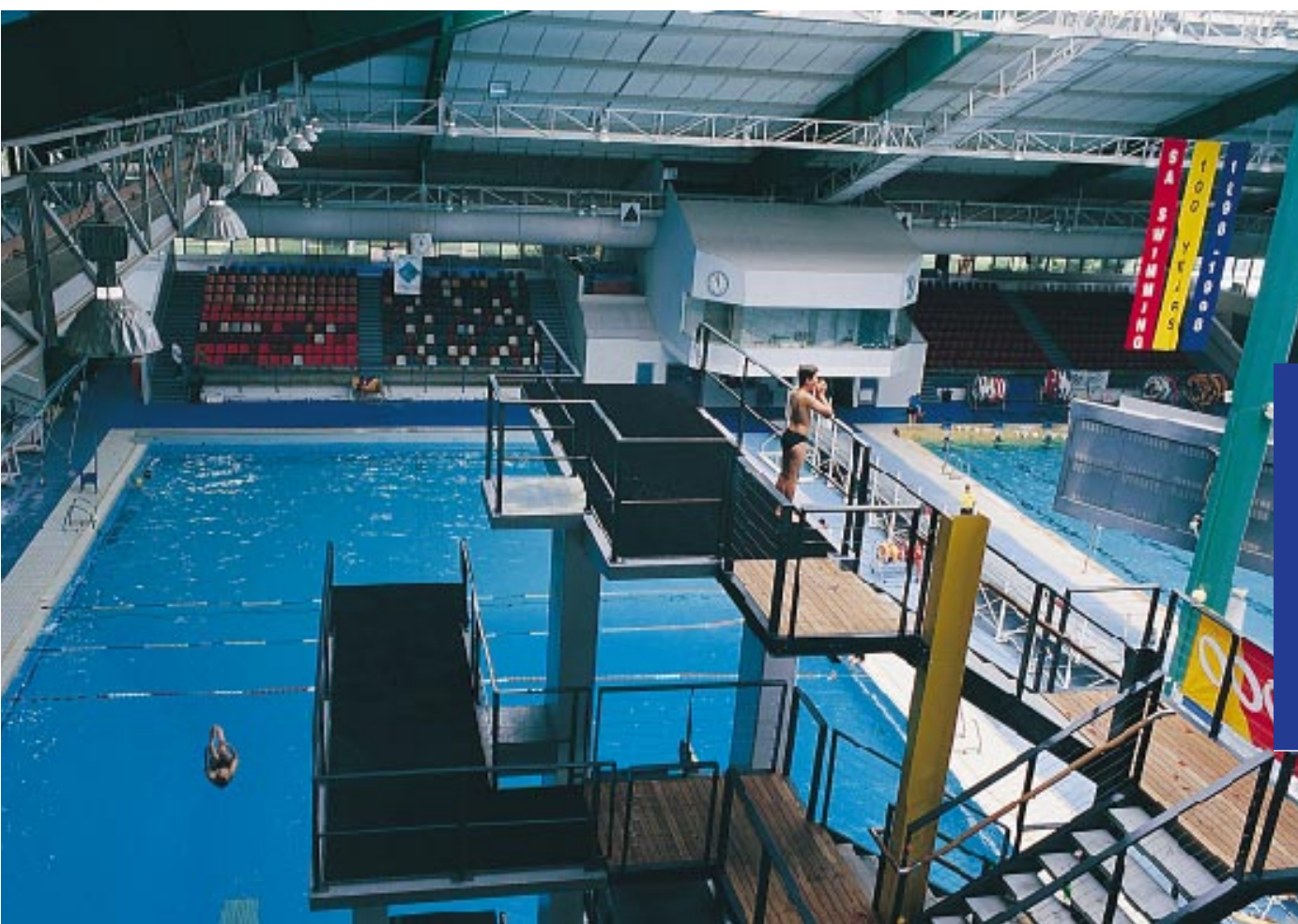
- the National League Water Polo Series;
- the National Age Swimming Championships;
- the National Tip Top Training Camp;
- the National League Swimming Series.

#### Centre Usage

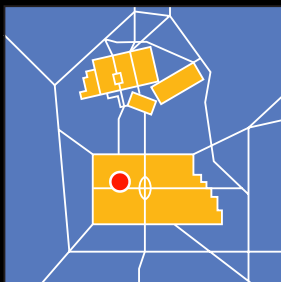
DESCRIPTION	1996/97	1997-98
Adult Memberships	34,942	30,957
Student/Concession Memberships	58,168	59,217
Gym Visit Passes	102,130	na
Multi-Visit Passes	na	115,174
Casual Adults	147,001	110,817
Casual Student/Concession	157,843	140,542
Casual Family	47,876	41,884
Casual Gym	9,904	8,318
Visitors with Passes	10,953	9,196
Swim School Lessons/Private Lessons	40,142	38,956
Education Department	45,660	38,074
Birthday Parties/Tours	2,479	1,508
Carnivals/Special Events	64,962	63,700
Other Visitors	183,616	169,830
TOTAL	905,676	828,173

#### Adelaide Aquatic Centre Controlling Authority

	1997-98 ACTUAL (\$000)	1997-98 BUDGET (\$000)
Revenue	2,399	2,596
Less Operating Expenses	2,649	2,576
Surplus/(Deficit) Before Depreciation	(250)	20
Less Depreciation	587	571
Surplus/(Deficit)	(837)	(551)



## GOAL 6. Urban Design, Development, Heritage & Access



The Council will enhance the streets, public spaces and Park Lands of the City; seek building development that reinforces the distinctive character and appeal of the City; support conservation of its unique built heritage, and seek to provide ease and safety of access and movement.

Inner City living has been boosted through Council support for residential projects like Franklin Central.

Innovative solar lighting has been trialled around the City.



Government agencies have been consulted on the initial draft of the revised plan that will proceed to full public consultation in 1998/99.

### HERITAGE

The preservation of the City's heritage continues to be integral to the maintenance of Adelaide's character. Testimony to this was the Civic Trust's presentation of an award to Council on the 10th anniversary of the inception of the Heritage Incentives Scheme. The award was in recognition of the high regard in which Council's initiative is held by the community, as well as the many prominent heritage projects that Council has financially supported.

As part of the statutory review of the City of Adelaide Plan during 1997/98, the Heritage Incentives Scheme was expanded.

During the 1997/98 financial year a number of significant projects were completed and planning for further projects commenced. These included:

- redevelopment of the former George Street Sawmill into six luxury townhouses. Council provided initial funding assistance to explore redevelopment options, as well as a further \$34,539 towards the cost of masonry and other repairs;

### DEVELOPMENT PLAN REVIEW

A review of the Adelaide City Development Plan commenced during 1997/98 to ensure its continued relevance to changing economic, social and environmental trends. The review responds to issues raised during initial consultation with community and business groups and to the findings of the Adelaide 21 City Centre Strategy, as well as a range of Council's major strategic planning studies.

Proposed changes aim to:

- promote economic activity, community life and cultural vitality consistent with the Adelaide 21 City Centre Strategy;
- assist in giving effect to Council's Environmental Management Plan - Local Agenda 21;
- provide protection and increased amenity to the residential district;
- ensure greater consistency with the State Development Plan;
- provide a clear and easy-to-read Development Plan.

- upgrading of the former St Mary's Dominican Convent in Franklin Street;
- repairs to the structurally-distressed spire of St Dominic's Priory College in North Adelaide;
- repairs to other heritage buildings, including the Bray House wall fronting Hutt Street, a balcony on the Newmarket Hotel, a verandah and balcony on the Old Lion Hotel, paint removal and masonry repairs to two houses in Halifax Street, and the repainting of the Adelaide Arcade.

Thorough planning is crucial to the success of any proposed conservation work. Of particular note during 1997/98 was Council's contribution to the coordination of conservation planning and documentation of all properties on Leigh Street. Conservation documentation has been completed for Bray House in Hutt Street, the exterior of the ANZ bank building on the corner of Currie and King William Streets, and the nationally significant former MLC building in Victoria Square. Fire upgrading works recommended for the MLC building are being implemented with a \$120,000 funding contribution by Council.

Prominent Local Heritage listed properties also have benefited from Council's funding assistance. This work included upgrading of the Crown and Anchor Hotel's balcony in Grenfell Street and stabilisation and reuse of a two-storey former shop in Regent Street. Considerable assistance was provided towards the cost of external conservation work to the former Southern Farmers building on the corner of Bentham and Franklin Streets, now known as Franklin Central.

#### TRAFFIC MANAGEMENT STRATEGY

The Corporation is developing and implementing strategies dealing with the movement of vehicles, pedestrians and bicycles throughout our City.

Sound traffic management is vital to the success and viability of any capital city. During 1997/98, significant advances were made in the development of Council's Traffic Management Strategy.

Council endorsed Stage 1 of the strategy in January 1998 following extensive community consultation, providing a comprehensive framework for managing City transport issues. Strategy objectives

include improved pedestrian safety, reduced speed zoning in residential streets, greening the City and improving the design and lighting of streets. Stage 2 was developed during the past 12 months and will be considered by Council in the 1998/99 financial year.

#### STRATEGIC BICYCLE PLAN

The City of Adelaide Strategic Bicycle Plan was adopted by Council in 1995. The Plan proposed a five year program of works and initiatives, to increase the use of bicycles, improve the safety and comfort of cyclists in the City.

In 1997/1998 a number of projects from the five-year program were successfully completed. These included:

- the completion of a bicycle/pedestrian path in the west Park Lands; and
- the construction of several bicycle/pedestrian paths in the north Park Lands.

#### STREET AND PARK FURNITURE

The 1997/98 financial year saw the creation and early installation of a unique suite of street furniture that soon will



**// I love the atmosphere and the convenience - I'm just a step away from restaurants and entertainment venues. //**  
Glen Gully, North Adelaide Resident

The design of the furniture reflects the character of Adelaide and meets the functional and amenity requirements of residents and visitors. Simple and elegant in form, the furniture has been manufactured using robust, quality materials. It is hoped the street furniture will become Adelaide icons and easily identifiable with the City.

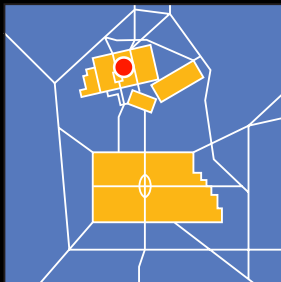


become major features of the City's streets. A reference group of elected Members and Council staff worked with consultants in designing the furniture.

Once completed, this range will include a bench seat, drinking fountain (providing filtered water), cigarette bin, tree guard, removable bollard, planter boxes, Park Lands gate, power/utility outlet bollard and pedestrian crossing button support post.

**Adding to the inner-city atmosphere, the Council has been involved in the redevelopment of various residential street scapes. One such project was the conversion of the George Street Sawmill into luxury townhouses.**

## GOAL 7. City Living



The Council will enhance the quality of residential precincts within the City, encourage an increasing component of residential and visitor accommodation within the city centre, promote the lifestyle opportunities for "city living" and facilitate projects to meet specific accommodation needs.

The number of residents has increased in line with the growth of a range of City accommodation options.

### HALIFAX STREET SITE

Facilitating the residential development of Council landholdings is a key focus and real progress was made on the rehabilitation of the former Halifax Street depot site during 1997/98. The former Council Depot was closed by Council in 1992 to make way for residential development. At almost 2.2 hectares, the site covers nearly a whole block, and is thought to be the largest residential development opportunity of its type in Australia.

A major task has been to manage contamination from past site activities. A comprehensive environmental assessment was completed during the year and remediation work is due to commence in October 1998.

This project is of strategic importance to the City, particularly for the future prosperity of the City South precinct. Council's primary aim for the site is to optimise the potential for an innovative, environmentally-sustainable development consistent with the City of Adelaide Plan, that will:

- substantially increase the resident population;
- increase business activity and community facilities in the City South precinct;
- act as a showcase project at an international level.

### NEW RESIDENTIAL DEVELOPMENTS

During the year substantial progress was made on several key residential developments, providing a further influx of people wishing to make their home in the City. The larger developments completed include: the Angas Regent Apartments, launched in December by the Premier; the Magarey Apartments at Garden East; and The Vines Apartments in North Adelaide.

Changes in City housing stock and resident population continue a growth trend. Between 1991-98 the number of private dwellings increased by 701, while the resident population increased by 1,509 or 13 per cent.

The level of dwelling completions vary annually, with the average being approximately 120 per year since 1990. Completions for 1997 were lower than average at 92 dwellings, while 1998 is expected to record some 250 additional dwellings.

### LOW INCOME HOUSING PROJECTS

During the 1997/98 financial year a review of housing needs was undertaken. This is the third such review, previous studies were conducted in 1988 and 1993. The recommendations from this project will guide Council's future decisions on housing policy and programs.

#### **Frail Aged Housing Project**

Council undertook a joint venture to develop a 16-dwelling community housing project off Frome Street, designed to meet the needs of City residents who are frail aged and formerly homeless. Council contributed a valuable site and other resources and was instrumental in bringing together the various housing and support providers. The project is due for completion early in 1999.

#### **Stanford Court Housing Project**

This collaborative project was initiated to house disadvantaged students and members of a wheelchair users housing association, with Council providing the development site and other valuable assistance. This project demonstrates how well housing developments can be established for low income tenants with specific needs.

#### **Other Housing Projects**

Council made major financial and in-kind contributions to two other housing projects in 1997/98. These included the Pirie Street Red Shield Housing Association development for low-income families and single men. Containing 25 units, this is the largest community housing development in South Australia. Assistance also was provided with the 293 Morphett Street development that combines protection for a key heritage building with the provision of housing for homeless and low-income tenants.

#### **Joint Rooming House Feasibility Study**

Council is jointly funding and managing a feasibility project with the South Australian Housing Trust (SAHT) to respond to the ongoing demand for rooming house accommodation in the inner-city. This study will provide an outline of options for specific projects and identify the needs of particular groups, as well as linkages with appropriate ancillary services for residents.



**// I live in the heart of the City, but on weekends it's more peaceful than the suburbs, with only the sounds of birds and the chiming of cathedral bells. //**  
*Mark Williams, City Resident*

in the Residential Category, and an Award of Merit in the Art and Architecture Category.

Also during 1997/98, the Garden East development was named Adelaide's best urban redevelopment by judges of the Urban Development Institute of Australia.

### RESIDENTIAL PROJECT AWARDS

City residential projects have attracted numerous awards in recent years and these achievements continued in 1997/98.

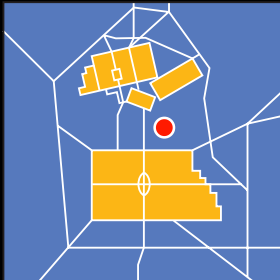
The Adelaide Prize for excellence in the field of architecture was awarded to the architect of an innovative low-cost housing project. Dieter Sczesny received the Adelaide Prize for his design of the Merz Housing Cooperative that comprises 18 three-storey, high-density, low-cost town houses for the disadvantaged. The Adelaide Prize was awarded to Dieter in recognition of the outstanding design and engineering elements, and positive contribution the project provides to public space.

Another City development was recognised at these awards, with architect Paul Gillett's two-storey Carrington Street terrace house receiving a Commendation



**Innovation and diversity is at home in the city as represented by the Merz Housing Cooperative development.**

## GOAL 8. Asset Management



The Council will optimise the provision, management and disposal of assets at the least whole-of-life costs so that the service delivery strategies that they support meet their defined levels of service.

The million-dollar restoration of the historic Albert Bridge represents Council's commitment to maintaining and enhancing the City's heritage.

### CAPITAL WORKS

The 1997/98 financial year saw a new record of expenditure on urban infrastructure capital work.

The expenditure of \$13 million during the year included the following major projects:

- the paving of footpaths in the first section of King William Street using Mintaro slate pavers at a cost of \$500,000. Paving of the King William Street footpaths between North Terrace and Victoria Square will continue in stages. Completion is anticipated within the next three years;
- significant work on the restoration of the heritage listed Albert Bridge across the Torrens. This project will continue into 1998/99;
- construction of two new pedestrian bridges providing access to the Rymill Park island at a total cost of \$160,000;
- \$1.1 million on the reconstruction of Port Road to provide an appropriate entry into the City from the north-west;
- the streetscaping of Marion Street, Gover Place and Mackinnon Parade at a total cost of \$540,000.

In total, 140 individual capital projects were undertaken in 1997/98, ranging from road resurfacing works and footpath paving to new bridge construction and

playground improvements. As a result of this expenditure, the City's public infrastructure is being improved to better service the needs of the community.

### ASSET MANAGEMENT

Through the assets of the Council, an array of services are provided to the community. It is Council policy that the management of these assets must consider the sustainability of the built and natural environment, while ensuring cost effective delivery of services.

A computer-based corporate asset management system was implemented during 1996/97 to better manage Council's \$800 million asset portfolio. Following on from this, 1997/98 saw considerable work being carried out on the introduction of new practices associated with the system to ensure Council makes full use of its potential.

During 1997/98, Total Asset Management Plans (TAMPs) were prepared for most of Council's asset groups. These plans provide both short-term and long-term forecasts for the operation, maintenance and capital expenditure requirements for all assets. These estimates have been determined based on the need to fulfil defined service standards.

The plans also provide general information about the City's assets as well as significant issues associated with their management. The plans will be produced annually and, as Council's systems and practices improve, the level of sophistication and confidence in the asset programs and forecasts also will improve.



**// For City residents, the Park Lands are their backyard - the Rymill Park Kiosk is a much-loved element which makes them even more appealing. //**

*Arni Rossis, Rymill Park Kiosk Operator*

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