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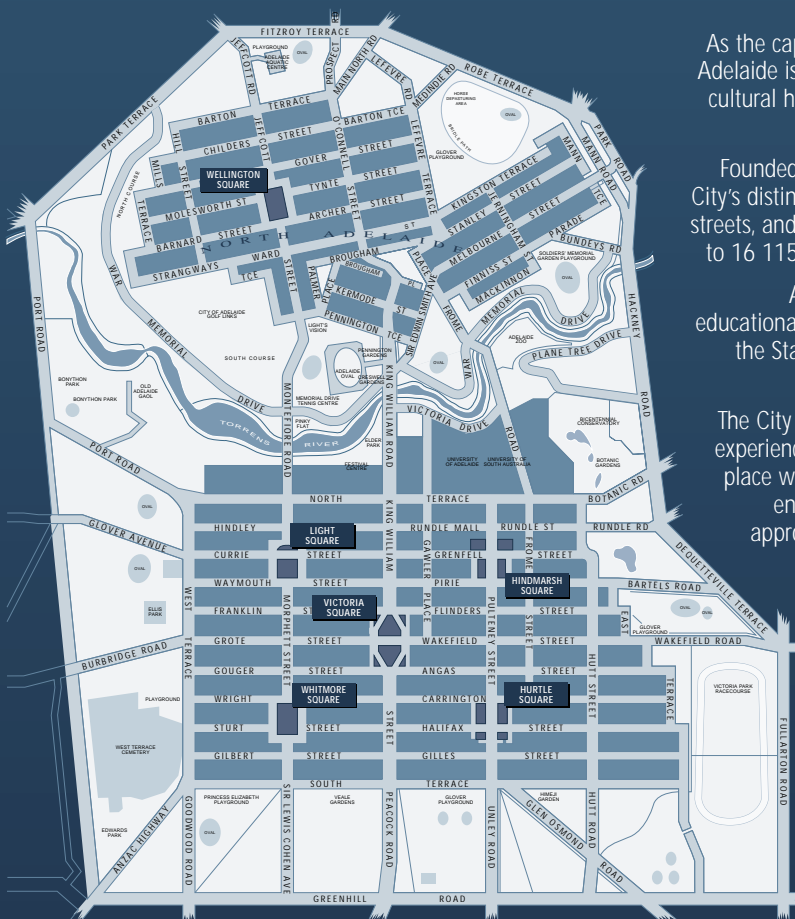
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ABOUT THE City of Adelaide



As the capital city of South Australia, the City of Adelaide is the community, commercial, civic and cultural heart of the State and a driving force in its prosperity.

Founded in 1837 by Colonel William Light, the City's distinctive grid pattern, wide and accessible streets, and encircling green Park Lands are home to 16 115 residents and a workforce of 89 276.

Adelaide has forged its strengths as an educational cultural and entertainment centre for the State, while developing new and exciting fields, such as information technology.

The City of Adelaide offers a multi-dimensional experience to both residents and visitors. It is a place where the quality of life is of a standard envied around the world, but also where appropriate development is welcomed with the provision of world-class infrastructure and services.

Council's role as a capital city council extends beyond its local government boundaries to provide for the large visiting population that results from its position as the **gateway to South Australia.**

THE YEAR IN REVIEW

The 1999–2000 financial year proved very successful for the Council.

A record works program of \$20.6 million (excluding external funding) was 95 per cent completed by 30 June 2000, despite the impact of the introduction of the Goods and Services Tax on the availability of external contractors (in the final two months of the financial year there was a surge in demand for contractors as organisations rushed to have work completed).

This continued the steady growth in the works program which has seen it advance 12 per cent in the past three years and surge nearly four fold since \$5.6 million was outlaid in 1994-95 – lifting to \$97.4 million the amount committed for the past six years. In part, this growth reflects the adoption of a comprehensive five-year plan in 1999 which set targets that were 98 per cent achieved by the beginning of this year.

In October 1999, Council endorsed its second five-year corporate plan (2000-04) which again focuses on creating and supporting a dynamic, diverse and growing city with a \$483 million program of expenditure. This was developed after extensive consultation between councillors and stakeholders over several months.

The corporate plan sets goals and strategies to strengthen the City's role as the State's centre for business, leisure, education and tourism, and lays the groundwork to build a city of the future.

Despite the growth in its works program, Council was still able to achieve an operating surplus of \$6.7 million compared to a budgeted surplus of \$5.8 million and a surplus of \$2.6 million in the previous financial year. The surplus was achieved after non-current, long term loan liabilities were significantly reduced, enabling finance charges associated with this debt to be cut by 23 per cent to \$1.3 million in 1999-2000.

This surplus was largely achieved through more effective management of costs and higher revenue from commercial activities that boosted the total operating revenue by \$5.4 million to \$92.4 million. This reflected improved results in Council's business units which saw user charges rise from \$41.95 million to \$44.97 million with improved performances by Wingfield Waste Management Centre, U-Park, on-street parking and the Aquatic Centre.

General rate revenue also increased from \$35.89 million to \$37.29 million, reflecting the continued recovery in the value of Adelaide's rateable property (up 5.6 per cent to \$323.4 million); the

maintenance of general residential rate in the dollar levy at an unchanged 12.3 cents; and the first increase in the Rundle Mall Levy in 13 years.

The changes in the Mall levy boosted Mall marketing and promotion from \$505 000 to \$905 000, an amount which was further bolstered by an allocation of \$380 000 by Council to be used by Adelaide City Marketing specifically for Mall marketing.

One of the key internal achievements this year was the creation of a statement of corporate values to include:

- excellent customer services
- respect for all
- quality performance
- taking initiative
- working with communities.

This statement of values resulted from extensive consultation, involving all managers and employees in a number of forums. The process evaluated the organisational culture, identified any fundamental changes that were needed and established the corporate behaviours that will enable these values to be put into practice.

These values have been integrated into a number of Council's documents, including the corporate plan, as part of a long-term strategy to embed values into the corporate culture.

In addition, a review of Council's regulatory functions resulted in three new departments being formed to improve services for both internal and external customers. The new departments – Strategic, Environmental and Park Land Planning, City Development, and Regulatory Services – were created after extensive consultation through workshops, working parties, and group and individual feedback. They will enhance services in approvals and compliance activities, and in administering the regulatory function.

The changes implemented as a result of the review are designed not only to improve efficiency but also to streamline operations so that Council is better positioned to deal with the burgeoning requirements of the next few years.

SIGNIFICANT HIGHLIGHTS



Adelaide
BRIDGE



Rundle
MALL



City
SKATE PARK



Commitment to
RECONCILIATION



Dame Roma
MITCHELL

The **Capital Works Program** reached a record \$20.6 million, lifting to \$99 million the total expenditure on this program over the last six years. Highlights included the restoration of the Adelaide Bridge, the new Victoria Park horse stables and the City Skate Park.

Council capitalised on its good relations with the State Government, through the Capital City Committee, to negotiate the Government's proposed **Park Lands legislation** in a bid to make the legislation more relevant, workable and protective of the Park Lands.

A major opportunity was identified for promoting and marketing the **Rundle Mall** precinct – the largest retail area in South Australia. More than 550 retail stores and 200 service providers will benefit from the newly created marketing plan, designed to reinforce Rundle Mall as the premier shopping precinct in South Australia as 'Adelaide's Best'.

A commitment to ensuring that the City is a safe and welcoming place resulted in Council's forming a partnership with the police to enhance **city safety** and tackle the use of illicit drugs. Illicit drugs and their impact on our cities is a major focus for the Council of Capital City Lord Mayors.

Council approved the first six Smart Building grants, totalling \$177 750. As one of Council's major initiatives to make Adelaide a **smart city**, this initiative is the foundation upon which an information technology led central business district office boom can be built.

The visionary **Park Lands Management Strategy** was launched, marking the culmination of two years of extensive research. With a commitment to achieving the often difficult balance between the needs and desires of various users of the Park Lands, and their long-term well being, Council believes the strategy will provide the optimum in both enjoyment and preservation for the future.

In a commitment to the youth of the City, the \$600 000 **City Skate Park** – City SK8 – was completed. Designed in consultation with skaters themselves, it is a street style skate park where skaters of all ages can try their skills on a range of features designed to replicate the built city environment.

Around \$1.4 million was invested in a **hub of arts organisations** in the City's west end, bringing Council's investment on arts and capital works to \$4.25 million over three years. More than 30 arts organisations or studio spaces are now located in the City's west end – 20 of these relocating as a direct result of Council's initiatives.

Aboriginal names, developed in partnership with Kaurna elders, were given to the River Torrens, the City golf links, and three other city parks as part of the Council's **commitment to reconciliation**. This was reinforced by the unveiling of Council's 'Bringing Them Home' memorial in the north Park Lands as part of Journey of Healing event to commemorate the anniversary of National Sorry Day.

Artwork in the public realm was enhanced with the completion of **two major new artworks** in the City. A \$75 000 bronze pigs sculpture was installed as part of the final phase of the Rundle Mall upgrade. Depicted in lively poses as if they were walking the street, greeting shoppers and snuffling out a bargain, the pigs have proved to be very popular with children of all ages. Council also commissioned a life-size statue in honour of Dame Roma Mitchell as a permanent tribute to her lifetime of achievement in South Australia. The \$112 580 statue was erected in the Prince Henry Gardens in front of Government House, on North Terrace.

from the LORD MAYOR

The Corporation of the **City of Adelaide**

13



Lord Mayor

Alfred HUANG

The Adelaide City Council successfully maintained the momentum of its 'whole of government approach' to funding its capital city responsibilities in this past financial year.

This approach to fiscal management and the provision of services is an outcome of the City of Adelaide Act, which recognised that the City must represent the broad community interests that are vitally important for the economic well being of both the City and the State.

In allocating its funds, Council invested in projects and strategies that encouraged city development, generated city prosperity and vitality, sustained the city environment and promoted city living. Included in these priority areas were strategies involving responsible management of the Park Lands; effective marketing of the City and Rundle Mall; and collaboration with the State Government to ensure city safety.

By adopting a proactive approach to its financial management and prudent containment of costs, Council also set out to ensure that the City remains on a solid economic footing and is well placed to meet the needs of the community at the start of the 21st century. I am particularly pleased that Council kept its commitment to hold the general

rate at the existing level of 12.3 cents in the dollar. This has required Council to adopt a prudent stance on cost controls, one which I am committed to continuing.

During the year Council also maintained a close working relationship with the State Government through the Capital City Committee. This enabled both levels of Government to focus their efforts and resources on issues and priority growth industries which present sustainable competitive advantages for the City in international and regional economics, particularly in education, information technology, tourism and health.

The other major event on Council's political agenda for the year was the election of councillors for the first full three-year term under the City of Adelaide Act.

Naturally, I was proud to have been elected as Lord Mayor with a decisive majority on first preferences. I was also pleased that all six councillors who stood for re-election were successful. I am very happy to welcome to the Council two new councillors, Greg Mackie and Bruno Ventura.

I look forward to the Council working together as a productive and united team to deliver high quality services within a disciplined budget.

A handwritten signature in white ink that reads "Alfred Huang".

Alfred Huang
LORD MAYOR

COUNCIL MEMBERS

(for 2000-03 Council term)



Councillor
Bob
ANGOVE



Councillor
Judith
BRINE AM



Councillor
Michael
HARBISON
Deputy Lord Mayor



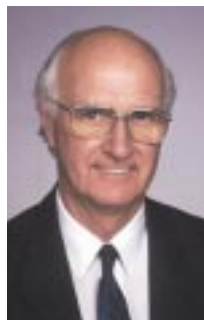
Councillor
Richard
HAYWARD



Councillor
Greg
MACKIE



Councillor
Anne
MORAN



Councillor
Bert
TAYLOR JP AM



Councillor
Bruno
VENTURA

CHAIRS and DEPUTY CHAIRS

of Permanent Committees

City Strategy Committee

- Chair: Councillor Judith Brine
- Deputy Chair: Councillor Richard Hayward

Civic, Corporate and Finance Committee

- Chair: Councillor Bob Angove
- Deputy Chair: Councillor Bruno Ventura

City Businesses Committee

- Chair: Councillor Richard Hayward
- Deputy Chair: Councillor Anne Moran

City Projects Committee

- Chair: Councillor Bruno Ventura
- Deputy Chair: Greg Mackie

Organisational Development Committee

- Chair: Councillor Greg Mackie
- Deputy Chair: Councillor Michael Harbison

Development Assessment Committee

- Chair: Councillor Michael Harbison
- Deputy Chair: Councillor Judith Brine

RETIRED MEMBERS

In May 2000, the following Council members retired:

**Lord Mayor,
Dr Jane Lomax-Smith,**
Councillor 1991–96,
Lord Mayor 1997–2000

Councillor Linda Kirk,
1998–2000.

ORGANISATION STRUCTURE

The Corporation of the **City of Adelaide**



Executive Management Team

(left to right)

Robyn Batten
Organisational Development

John Harry
City Strategy

Malcolm Snow
City Projects

Bob Fidock
City Businesses

Lyn Wilkinson
Civic & Corporate Services

Ron Tomlian
Marketing & Communications

OFFICE OF THE CEO

Susan Law
(commenced 13 Nov 2000)

Internal Audit
Research



OUR VISION

The City of Adelaide will be the community, commercial, 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, specialty 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.

OUR MISSION

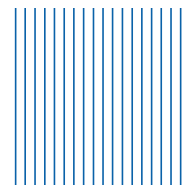
We will excel in the provision of local government services for the City of Adelaide to meet the needs of ratepayers, residents and visitors and to support the role of the City in the economic development of the State and the community and cultural life of the people of South Australia, delivering:

- 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, focused employees with common goals and objectives.

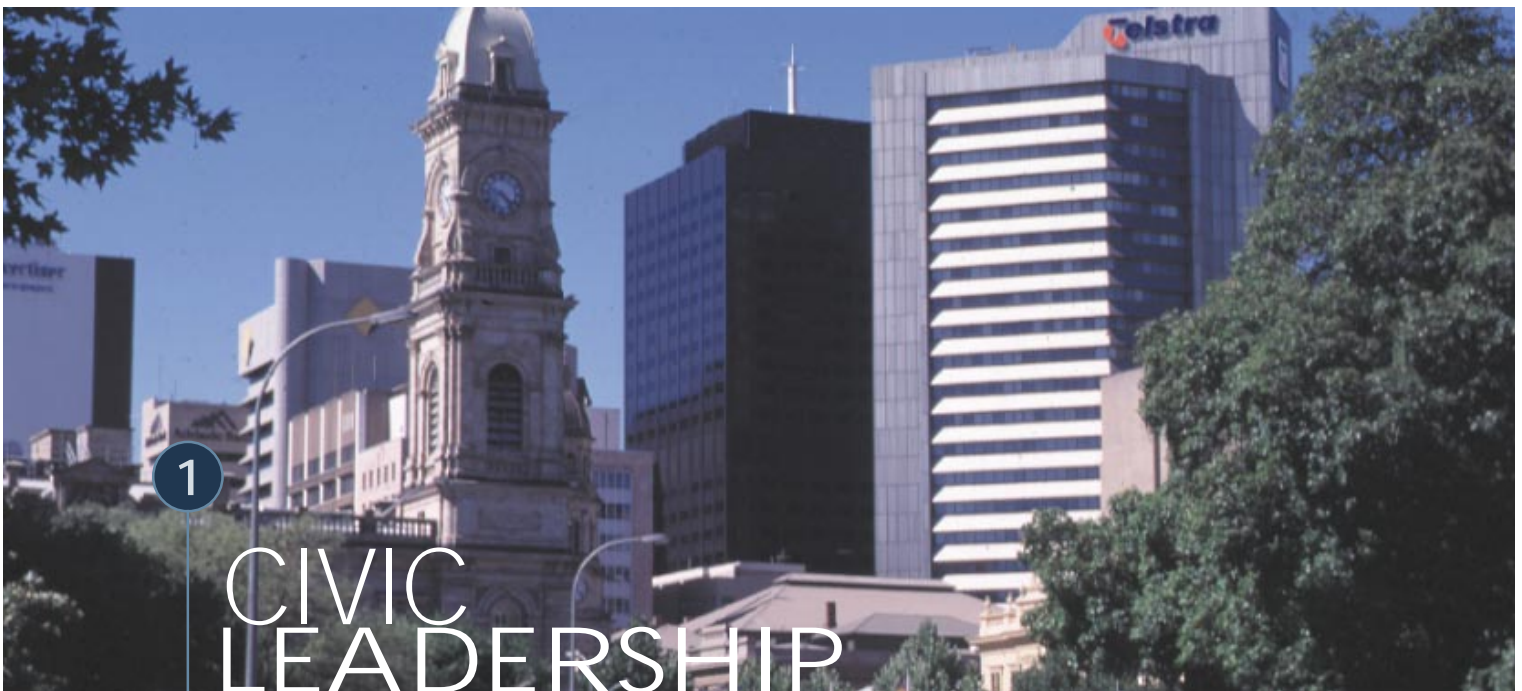
CORPORATION VALUES

The Corporation of the City of Adelaide and its employees believe in:

- excellent customer service
- respect for all
- quality performance
- taking initiative
- working with communities.



CITY OF
ADELAIDE



1

CIVIC LEADERSHIP

THE VISION

A city that has clear and responsive civic leadership for the capital City and community of South Australia.

THE PLAN

The strategies to achieve this outcome will address:

- the role of a capital city
- relationships with other councils
- open and accountable governance
- effective marketing of the City.

BUILDING ON THE PLAN

City election: May 2000

Following the passing of the City of Adelaide Act in August 1998, the election cycle for Council following the December 1998 election was synchronised with the rest of local government in South Australia to occur in May every three years. This required voters in the City of Adelaide to go to the polls for the second time in 18 months on 16 May 2000.

More than 6000 ballot papers were received in the May election, with 14 people nominated for eight positions as councillor and five nominations for the position of lord mayor.

A total of 36.4 per cent of a potential 18 861 voters participated in the lord mayoral poll and 34.2 per cent of the roll voted for councillors.

The newly elected Council participated in a comprehensive induction program that highlighted the importance of working together, the governance structure, roles and responsibilities, financial management, legislation and priorities for the term of governance. Soon after being sworn in, Council set about the task of producing the budget for the 2000-01 financial year.

This was also the first City of Adelaide Council election that used computers to improve efficiency and reduce the cost of the counting process.

Capital City Committee

Council, in partnership with the State Government, led the way in establishing the Capital City Committee for the revitalisation of the City. The first of its kind in Australia, the committee represents a new and innovative approach to developing the City and is being considered as a model of governance for other capital cities in Australia.

It is a model that builds cooperation between the two spheres of government, provides for joint direction setting, and allows for contentious issues to be raised and resolved in an atmosphere of goodwill.

The committee meets every two months and its membership includes the Premier; the Minister for Transport, Urban Planning and the Arts; the Minister for Local



Government; the Lord Mayor, and two councillors (Councillor Michael Harbison and Councillor Richard Hayward as at the end of the financial year).

Throughout 1999-2000 the committee addressed a range of issues relating to the economic, social, physical and environmental development and growth of the City. The committee provided strategic input to the concept plan and design, capital works and timing of the North Terrace Precincts Redevelopment; and considered the extension to the Convention Centre and the preparation of concept designs for the precinct as part of the Riverbank Precinct Development, designed to revitalise the City's Torrens River and surrounding area.

Other joint initiatives included work on city safety by participation in the Adelaide Safe City Working Group in partnership with other stakeholders from SAPOL and the Department of Human Services.

Capital City Development Program

One of the major outcomes of the Capital City Committee has been the creation of the Capital City Development Program. This was launched in December 1999 to progress State Government and Council strategies and actions for the City. The program builds on existing commitments and the City's strengths to combine more than 120 initiatives with an expenditure of more than a billion dollars.

In 1999-2000, these initiatives included:

- the production of a master plan for the redevelopment of North Terrace

- on-going redevelopment of the Adelaide Festival Centre and the initiation of the Convention Centre redevelopment, as part of the Riverbank Precinct master plan
- further development of the West End as an arts precinct, including the new \$30.3 million Centre for Performing and Visual Arts in Light Square
- promotion of Rundle Mall as the most significant retail centre in South Australia
- encouragement of mixed use and residential projects in the City
- the continuation of the City Vital Fund, designed to attract new business investment in the City
- further development of the Smart Building technology upgrade program, by providing Internet access and local area networks for under utilised buildings in the City.

Forming partnerships

The importance of forming partnerships with other organisations with similar interests and aims, in particular other councils and the Local Government Association (LGA), is recognised by Council.

The Council and State Government released the **Capital City Development Program** – a blueprint for capital city development.



The redevelopment of North Terrace is among the priorities of the Capital City Committee.



photo courtesy Trevor Fox

As an active participant in the bi-monthly forums organised by the Metropolitan Local Government Group for mayors and chief executive officers, Council has the opportunity to discuss public policy matters of importance to local government with its metropolitan counterparts. These meetings and forums also provide a valuable networking opportunity.

Regular opportunities have also been established for the Lord Mayor to meet with rural mayors from around South Australia. This acknowledges that 25 per cent of the visitor population to Adelaide is from rural parts of the State, and that events and issues in the City also have an impact on them.

Council is an active participant in the G6 Association of Councils, which brings together six of Adelaide's largest metropolitan councils. The chief executive officers of these councils meet on a quarterly basis to discuss common issues, and if appropriate establish joint initiatives to address these issues.

Council of Capital City Lord Mayors

Council continued its active role in the Council of Capital City Lord Mayors (CCCLM) throughout 1999-2000.

The CCCLM regularly coordinated meetings of the lord mayors and chief executive officers of each Australian capital city with a vision to '... be a leader in action and debate on strategic issues facing Capital Cities' (CCCLM 2000 Strategic Plan).

In March 2000, Council expanded its role as part of the CCCLM to include official secretariat duties. During this nine-month term, the Lord Mayor has taken on the position as chair, the Chief Executive Officer as secretary, with another nominee as executive officer.

One of the key issues the CCCLM has committed to focus on during Council's term as secretariat is the incidence of illicit drugs and the serious impact drugs are having on our cities nationally. As a result, the CCCLM is working in partnership with the various State and Federal governments to develop a coordinated approach to reducing drug-related harm at all levels.

The Australian Local Government Association has also approached the CCCLM about the development of policies that address the issue of illicit drugs. This partnership, based on a shared position, will work towards a collaborative approach to provide a stronger national voice, and support the CCCLM as a leader in this issue.

Planning is well underway for the CCCLM's major annual conference in Adelaide in July 2000. This will provide a valuable opportunity for the lord mayor of each capital city to discuss drug use and other issues of national concern, and work together to share information and find solutions.

Responsible governance

The City is served by a lord mayor and eight councillors who represent the entire City of Adelaide community, which includes everyone who lives, works, studies or conducts business in the City, or uses or enjoys its services, facilities and public places.

Council has adopted a code of conduct for its members, in accordance with the *City of Adelaide Act 1998*. This provides guidelines to direct the responsibilities and appropriate behaviours associated with their roles as members of Council.

As part of the State Government's new *Local Government Act 1999*, Council term was increased to three years following the May 2000 Council election.

A new committee structure was also introduced following the elections in May 2000, namely:

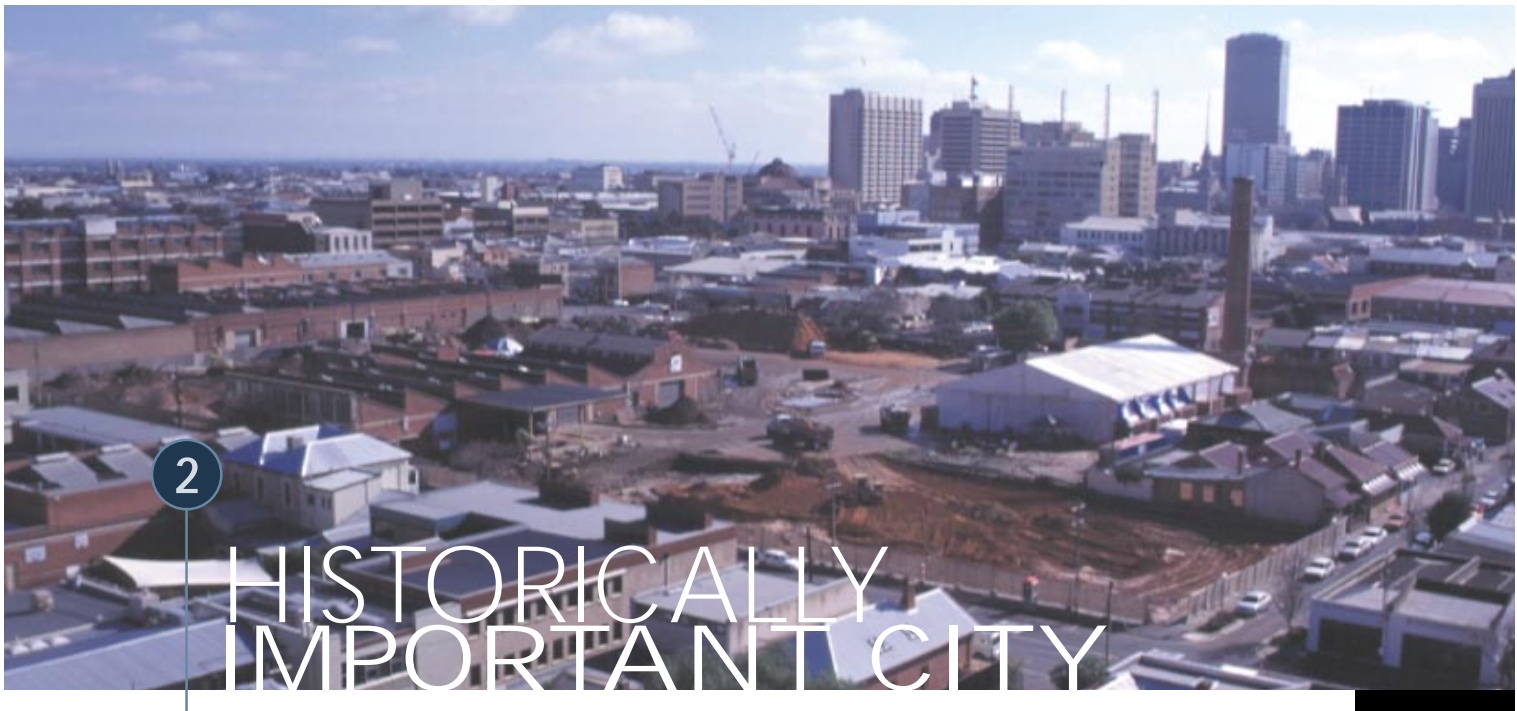
- City Strategy Committee
- Civic Corporate and Finance Committee
- City Business Committee
- City Projects Committee
- Organisational Development Committee
- Development Assessment Committee.

These committees have delegated authority to exercise, perform and discharge responsibilities on behalf of Council, in order to optimise the strategy setting, policy making and monitoring roles of a capital city council within the context of a progressive organisation. Council establishes other committees when required to further investigate or determine specific matters.

Council meets fortnightly on a Monday night in the Town Hall and meetings of the City Strategy Committee, Civic Corporate and Finance Committee, City Business Committee, City Projects Committee and Organisational Development Committee follow. The Development Assessment Committee meets on alternate Mondays. Council meets in the Council Chamber and committees in the Colonel Light Room.

All meetings are open to the public and media unless discussions are deemed confidential according to the provisions of the Local Government Act. Meeting schedules, agenda papers and minutes are available from the Customer Centre and on the Council's website (www.adelaide.sa.gov.au).

Members of Council are entitled to receive an annual allowance of \$12 000 and specific benefits from Council for performing and discharging official functions and duties. The Lord Mayor and Deputy Lord Mayor are entitled to annual allowances of \$84 000 and \$18 000 respectively, in recognition of their additional role and function in Council.



HISTORICALLY IMPORTANT CITY

THE VISION

A city which maintains the legacy and pattern of Adelaide's unique plan and Park Lands.

THE PLAN

The strategies to achieve this outcome will:

- communicate the historical importance of the City
- preserve the evidence of its importance.

BUILDING ON THE PLAN

Park Lands heritage

The historical importance of the City's Park Lands was marked with a commitment to protect the integrity of their significance in the Park Lands Management Strategy.

This strategy recognises that the Park Lands were created as part of Colonel William Light's vision for Adelaide when he allocated land for the city squares and parks in 1837. This land, intended for the 'healthful recreation of the inhabitants of the City', was then purchased by Governor Gawler in 1839 and set aside for public purposes.

Before Colonel Light however, the Park Lands were known by the local Kaurna Aboriginal people as Tandanya, meaning place of the red kangaroo, and once a significant hunting area for them.



Preservation of important places in the Park Lands enables indigenous people to tell their histories and dreamings. These areas now also provide a public venue for reconciliation between indigenous and non-indigenous Australians.

Colonel William Light's Plan for the City of Adelaide was officially nominated for inclusion

on the Register of the National Estate in November 1999. This initiative was based on two significant criteria for entry on the Register, namely, exhibiting particular aesthetic characteristics valued by a community or cultural group, and demonstrating a high degree of creative or technical achievement at a particular period. Council allocated \$16 000 towards the cost of registration and submitted the nomination in May 2000.

New publication brings city's past to life

As part of Council's commitment to convey a memorable picture of Adelaide's historical importance, the third edition of historian and author, Dr Derek Whitelock's entertaining book, *Adelaide – A Sense of Difference*, was launched in March 2000.

In this publication twelve well-known South Australians write about special aspects of the City from their personal perspectives.

Among the contributions are Max Fatchen's tales of the Adelaide Oval; Graham Cornes' football stories; Terry Lavender's (developer of the Heysen Trail) contribution on walking tracks; Jennifer Cashmore's revisiting of the State Bank disaster; and Tony Baker's enthusiastic tales about food. There is also a description by the late Don Dunstan of the peaceful profusion of his kitchen garden in Norwood.

These stories are set against the larger landscape of Whitelock's own vivid commentary on the City, its history, its people and its places.



3

ENVIRONMENTAL CITY

THE VISION

A city that is recognised worldwide for its healthy and sustainable environment.

THE PLAN

The strategies to achieve this outcome will address:

- water management
- waste management
- sustainable land management
- energy conservation
- public health and environmental standards
- implementation of the City's environmental plan in cooperation with the community
- health promotion.

BUILDING ON THE PLAN

Environment Management Plan

Council reviewed and launched its newly revised Environment Management Plan – Local Agenda 21 in June 2000 to cover the City's environmental initiatives until the year 2005.

Sustainability is the cornerstone of the new plan, encompassing the economic, social and environmental pursuits of the City. Council will support these pursuits by adopting sustainability principles in its business conduct.

The plan identifies the major environmental challenges facing the City over the next five years, reflecting its geographical, historical and socio-economic context, and the areas on which it has the most potential to make an impact.

These four main areas of focus are:

- water quality and conservation
- waste minimisation
- energy conservation
- biodiversity enhancement.

Desired outcomes in this area will be achieved by focusing on environmental corporate performance, community

participation, in-house demonstrations of environmental management best practice, and a risk management approach.

Action to improve the City's water

An annual program was developed and implemented by Council in partnership with the Torrens Catchment Water Management Board to closely monitor the Torrens Lake and minimise the impact of a blue-green algae outbreak during summer months.

The \$200 000 strategy was designed to achieve a long-term natural balance in the lake and was based on the outcome of a five-month scientific study by water quality engineers, biologists and chemists, into the likely causes of toxic outbreaks in the previous two years.



The Council's Clean Water City Program mascot, Swirly

The program focuses on intensive monitoring of water conditions to detect early signs of a problem; the re-establishment of the pond weed in the lake; and the opportunity to release water from upstream if conditions are consistent with those preceding an outbreak.

This program proved to be successful in the summer of 1999-2000 in minimising the risk of a full algal bloom, which had caused the closure of the lake in the previous two summers.

A permanent monitoring station has been established in the Torrens Lake to monitor water conditions on a continuing basis. The ongoing e-coli testing program will be enhanced through a proposed research program to be conducted in conjunction with Flinders University. Results are measured against the recreational use target for water quality set by the National Health and Medical Research Council (NHRMC).

Local school students take part in **water monitoring** on the Torrens Lake.



Good stormwater management and quality are recognised by Council as essential to high quality living in the City.

About \$400 000 was contributed in 1999-2000 to improve the quality of the City's stormwater. One of the highlights was the installation of more gross pollutant traps along the Torrens Lake system at the end of Kintore Avenue, and adjacent to Adelaide University footbridge.

The installation of trash racks and gross pollutant traps with the capacity to capture and hold up to about 15 tonnes of litter and debris have increased the cleanliness of the City's stormwater by filtering out much of the rubbish and debris before it enters our waterways.

Sustainable land management

On 6 May 1999 the *Wingfield Waste Depot Closure Act 1999* was proclaimed to formally close waste reception and disposal operations at the centre by 31 December 2004. This required the preparation of a suitable Landfill Environmental Management Plan (LEMP), which after extensive consultation was adopted by the Minister for Environment and Heritage in May 2000.

The LEMP provided the basis for management and mitigation of potential environmental impacts during the operation, closure, and importantly, the post-closure management of the landfill.

Council has established a program to control and monitor the finished landfill form of the centre. Applications have also been developed using leading edge technology to control, map and model the landform changes against those agreed to between Council and the State Government.

The Education Centre at the Wingfield Waste Management site, opened in June 1999, was very popular among schools this year, with around 120 school children visiting each week.

A joint project between Council, KESAB and the Torrens Catchment Water Management Board, and the Education Centre, was established to serve as a venue for community and school groups. Educational programs on global waste management issues and information about waste management practices in South Australia are also available.

World Environment Day

Adelaide hosted World Environment Day on behalf of the United Nations Environment Program (UNEP) in June 2000, the first time it had been hosted in the Pacific region. The theme was '2000 The Environment Millennium – Time to Act'. A range of sub-themes included 'Caring for Catchments', 'Environmental Innovation in Industry' and 'Conserving Biodiversity'.

Delegates came from more than 20 countries and the official program of activities centred around the announcement of the prestigious Global 500 Awards, which pay tribute to global environmental action and are granted for outstanding achievements in the protection and improvement of the environment.

During the celebration, Rundle Mall was transformed into an interactive 'river' as thousands of school children took to the City streets in a mass of colour and excitement for a children's parade. Children also helped Council plant 4000 trees in the Park Lands.

Measures to reduce greenhouse emissions

The Environmental Management Plan – Local Agenda 21 is achieving significant results in areas of environmental performance and other key issues, with nearly 90 per cent of targets already achieved.

Environmental initiatives are being maximised by adopting a whole-of-government approach, working with the Commonwealth and State governments, and Catchment Water Management Boards to achieve sustainable results.

Among its initiatives, Council has focussed on reducing local emissions of carbon dioxide, other greenhouse gases and pollutants through the Cities for Climate Protection program.

Through the establishment of energy consumption targets as part of a national program, Council will develop an action plan to reduce greenhouse gas emissions from Council operations by 20 per cent by the year 2010, based on stabilising emissions to a 1994 baseline level in 2004. Associated activities will focus on reducing general community emissions by 10 per cent.

City resident, Christina Crosby, installs **solar panels** to reduce energy consumption.



A 20 per cent reduction in Council operations represents a 6927 tonne reduction in emission of greenhouse gases while a 10 per cent reduction in community levels is equivalent to a 277 833 tonne reduction in emissions.

Riverbank revegetation initiative

A program to revegetate the riverbanks and watercourses throughout the City was initiated in December 1999. While river and creek planting has been in place for several years, Council renewed its focus on forming partnerships with the community and local Land Care groups.

As part of the International World Environment Day celebration in Adelaide on 5 June 2000, Council helped progress the riparian revegetation program by planting 75 advanced river red gums on the banks of the lake in Bonnython Park.

In May 2000, Council supported the planting of 150 river red gums as a special gift to the people of Adelaide from Finlaysons law firm to commemorate their 150th year of practice in the City. Two heritage seats with plaques acknowledging the company's contribution were also placed near the newly planted trees.

Council celebrated the planting of the 20 millionth tree near Adelaide Oval in May 2000. In 1999-2000, 12 000 trees and shrubs were planted.

Smokers urged to 'butt out'

The successful butt out program continued with the installation of another 50 butt-out bins in 1999-2000. Council worked closely with KESAB to encourage smokers to take responsibility for their habit and butt out in bins provided around the City, rather than littering.



Revegetation is an ongoing commitment to the City environment.

More than 160 special butt-out bins are now installed in public places and as a result of this project up to three million butts annually are directed out of the City litter stream.

In areas where butt-out bins have already been installed, there has been a considerable decrease in this type of litter, which takes around 15 years to begin to biodegrade once washed into our waterways.

Waste management

Council's domestic recycling program continued to grow in popularity and effectiveness, increasing by 52 per cent in the past year, from 414 tonnes to 797 tonnes of recyclables.

This represents a 25.9 per cent rate of diversion from the total waste collected in the residential areas of the City and North Adelaide.

Cleansing sets the standard

Council's Cleansing Services continued to lead the way in developing both standards and best practice programs externally.

These standards cover a range of cleaning activities including street sweeping, footpath scrubbing, graffiti and poster removal, cleaning of street furniture, collection of leaf fall, litter bin clearance, stormwater drainage, and cleaning of the Torrens Lake and public toilets. The standards are successfully met through work programs and activities.

Council's **recycling service** continued to grow and encourage participation of residents.

Comprehensive benchmarking has ensured the Council's **cleansing services** deliver a high standard of services.

Council's cleaning expertise and experience were acknowledged when it assisted in the development of a best practice street sweeping program for the State Government's Catchment Water Management Board. Council also tendered successfully for external works with the University of Adelaide, the South Australian Cricket Association and Prestige Cleaning Services.

The most comprehensive benchmarking program to be carried out by Council covered both plant and street cleaning over a 12-month period, enabling the sharing of ideas and initiatives with the G6 group of metropolitan councils.

Special street sweeping programs were also carried out for the City of Prospect and discussions have been held with Prospect, Walkerville, Burnside and Unley councils on sharing resources.





4

PROSPEROUS CITY

THE VISION

A city with growing employment associated with sustainable economic growth.

THE PLAN

The strategies to achieve this outcome will address:

- marketing the City
- attracting investment
- export promotion
- labour market development
- support for economic development
- completion of the West End Urban Development Strategy.

BUILDING ON THE PLAN

City Marketing Review

A review of the marketing of the City was completed in July 1999. This recommended a more collaborative approach between Council and various government agencies responsible for marketing Adelaide as a tourist destination, and for attracting new business.

A new Marketing and Communications department was created within Council to pursue this approach. Work has been undertaken through the Capital City Committee to develop a framework to market the capital City's advantages to businesses, residents, tourists and shoppers.

New opportunities for Rundle Mall

Following the City marketing review, a major opportunity was identified for promoting and marketing the Rundle Mall precinct – the largest retail area in South Australia with over 550 retail stores and 200 service providers.

In August 1999, Council endorsed the creation of the Rundle Mall Management and Marketing Authority, which replaced and extended the previous Rundle Mall Marketing Committee.

Council established the Rundle Mall Management Office to deliver an increased level of service to retailers and stakeholders, and injected \$500 000 into the marketing fund (retailers contributed \$886 000 through a separate rate).

More than 200 Rundle Mall traders and key city stakeholders attended the launch of the newly created Rundle Mall brand, designed to reinforce Rundle Mall as the premier shopping precinct in South Australia, 'Adelaide's Best'.



CITY MARKETING	1/7/99 to 30/9/99		
	Actual (\$000)	Original Budget (\$000)	Revised Budget (\$000)
Revenue	200	200	200
Less Operating Expenses	200	179	179
Surplus/(Deficit)	0	21	21

In April 2000, a random survey of 200 Rundle Mall retailers indicated the overwhelming success of the 'Adelaide's Best' marketing campaign. An outstanding 79 per cent of retailers surveyed were satisfied or very satisfied with the marketing campaign. Retailers reported that it had produced very positive results in sales and customer traffic. This was supported by a customer count in the Mall in December 1999 which indicated that up to an additional 200 000 customers visited Rundle Mall during the Christmas trading period.

City Centre Vital Fund

The City Centre Vital Fund is a \$1.5 million State Government commitment to revitalise and rejuvenate the City by providing financial support to businesses establishing, re-locating or expanding their existing operations in the City.

The fund provides one-off grants of up to \$50 000 towards capital improvements such as office fit-outs, and plant and equipment, including telecommunications and refurbishment. It also assists business initiatives that invest in productive equipment and jobs. Council manages and administers the fund at a cost of \$70 000 a year.

Three rounds of grants allocated by the fund in 1999-2000 covered a diverse range of businesses including information technology, Internet home loans, health care, music retail, call centre operations, the travel industry, real estate, hospitality and youth hostel accommodation. The success of the program is already reaping rewards for these businesses, and for the City and State, with a preliminary evaluation indicating that businesses receiving grants have increased employment by 90 per cent.

U-Park

The Council's U-Park business returned excellent results in 1999-2000, with a 2 per cent increase in customers, and revenue returns increasing by 6 per cent. This strong performance is an important indicator of increasing numbers of visits to the City and higher retail expenditure.

To support retail activity U-Park gives priority to casual parkers during the day. Early bird parkers, who are primarily office workers using the car park on an all-day basis, were relocated to the upper levels of the Wyatt, Rundle, Gawler and Central Market car parks. This strategy has provided more space on the lower levels for casual parkers, making it more convenient for shoppers to visit the City.

These efforts were rewarded with an extra 90 000 vehicles coming to the City during the year. This boosted the annual total to 3.8 million vehicles, producing the highest level of patronage recorded by U-Park since 1994-95.

As casual parking occupancy is closely related to the level of economic activity in the City, particularly retail shopping, it is an important indicator of the rise in city visits, consumer confidence and retail spending.

The Central Market car park performed particularly well with an extra 3 per cent or 36 000 people using it. This reflects continued strong performance of the Central Market and extra trade, particularly at night and on weekends, at the nearby supermarket. The performance of the three main Rundle Mall car parks was also positive, with an extra 31 000 casual parkers using the Rundle, Gawler and Grenfell car parks.

Central Market

During the year, both visitors and locals alike continued to enjoy the cosmopolitan atmosphere of the Central Market and indulge in the fare on offer from more than 90 traders.

During its rich 130-year history, the market has undergone several structural and physical changes, including improvements of around \$785 000 in 1999-2000.

The passenger lift at the Grote Street entrance was replaced at a cost of \$260 000, complementing the Gouger Street lift facility upgrade of the previous year, thus improving and maintaining secure and reliable access for both customers and tenants.



CENTRAL MARKET	1999/00		
	Actual (\$000)	Original Budget (\$000)	Revised Budget (\$000)
Revenue	2,136	2,148	2,130
Less Operating Expenses	1,771	1,711	1,752
Surplus/(Deficit)	365	437	378

Sister Cities

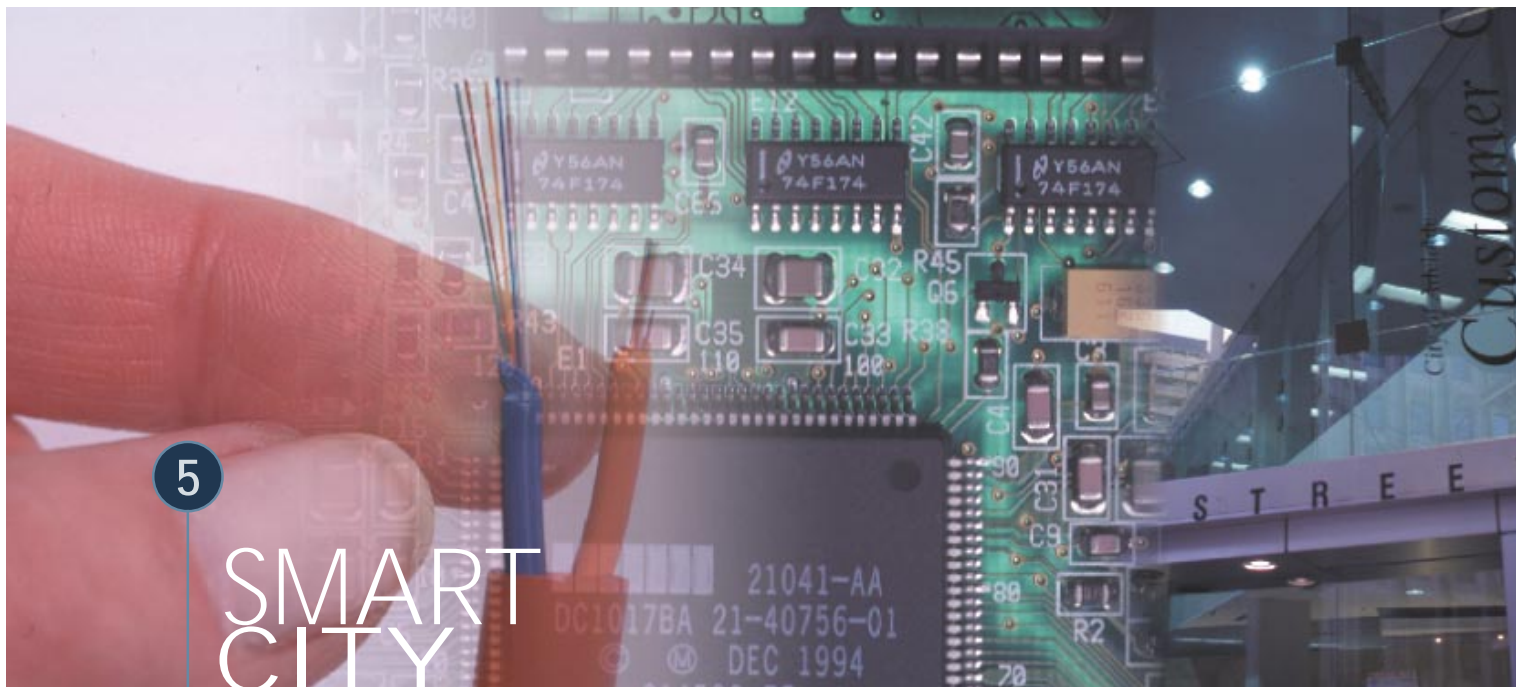
A review of Sister Cities Program in 1999-2000 recommended that the formal relationship with Adelaide's four sister cities be maintained and also that Council pursue other independent strategic economic alliances.

The sister city relationship forged with Austin, Texas; Christchurch, New Zealand; George Town, Malaysia; and Himeji, Japan is linked into Council's Economic Development Strategy. The strategy recognises that the program supports international business activity in the key industry sectors of education and training, information technology, business services, health, arts and culture, and tourism.

In October 1999, the former Lord Mayor led a delegation of business, education, health and information technology industry leaders to George Town.

Another significant highlight was the Council's success in winning a bid for Adelaide to host the National Australian Sister Cities Association Conference, ASCA 2000, in October 2000. This will bring about 300 visitors to Adelaide, including representatives of the four sister cities.

SISTER CITIES	1999/00		
	Actual (\$000)	Original Budget (\$000)	Revised Budget (\$000)
Revenue	0	0	0
Less Operating Expenses	175	205	183
Surplus/(Deficit)	-175	-205	-183



5

SMART CITY

THE VISION

A city where skill, innovation and new technology are fostered and applied, leading to increasing economic benefits.

THE PLAN

The strategies to achieve this will:

- promote Adelaide internationally as an education centre of excellence
- encourage businesses to use high speed information technology and telecommunications
- stimulate growth in research and development and its application in the City
- promote Adelaide as a place for lifelong learning
- ensure Adelaide City Council is capable and responsive to innovation and technology.

BUILDING ON THE PLAN

Infrastructure for an IT economy

Council is working with the State Government and the private sector to accelerate the uptake of new information in the City and promote Adelaide as a centre of the Information Economy.

As part of that collaboration, Council is seeking to reduce the cost of access to the Internet and other modern communication technologies through access to Council's new and existing infrastructure comprising pits and underground conduits in the City.

Council endorsed a draft Cabling and Communications Policy in June 2000. Extensive consultation on the draft policy will take place with communications cabling companies, telecommunications carriers, precinct groups and business groups, including the Property Council of Australia.

The aim of the policy is to:

- promote Adelaide as the centre of South Australia's Information Economy
- encourage competitive access to infrastructure to reduce the cost of access to business.

The policy will detail a planned approach to cabling to minimise disruption to roads and footpaths while also

enabling infrastructure requirements to be incorporated into new street designs and upgrades.

Council will seek to work with all carriers and providers to ensure a city-wide network is mapped and extensions to the network are planned in accordance with business needs.

As Council renews its assets via road and footpath paving or street lighting programs in main streets or via the Core or Frame zones of the City a 'Precinct Network Plan' will be developed.



Smart Building Program

The Adelaide City Council's Smart Building program is one of Council's major initiatives, the foundation upon which an information technology led CBD office boom can be built.

Council is working with building owners to reduce CBD vacancy rates by providing Internet access and local area networks (the program offers a technology upgrade of up to \$100 000, with Council contributing up to half) and marketing those properties as Smart Buildings.

Council approved six Smart Building grants in February 2000 totalling \$177 750, including \$97 250 funding of a 17-storey building on the corner of Hindley and King William streets. This building is owned by the Shahin Group, which is outlaying \$3.5 million to upgrade the building to a high B-grade standard. New tenants are expected to move in as a result of this and Council's funding of a fibre optic spine and primary and secondary nodes with high-speed connections to each floor. Rent discount for IT industry tenants on two of the floors is an added incentive.

This site in particular is considered to be a Lighthouse project as it provides a solid base for IT growth businesses to start up, and has the potential to make a significant impact on the expanding IT economy in the City.

In 1999-2000, funding was also approved for a Call Centre at 89 Pirie Street, business start-ups at 33 and 110 Hindley Street, a business incubator project at 128 Hindley Street, and the relocation of the Adelaide Symphony Orchestra to 91-93 Hindley Street.

The **Smart Building Program** has reduced vacancy rates in city buildings by providing funds for upgrading, such as at 128 Hindley Street.



Education Adelaide

Education Adelaide focuses on making Adelaide a sought after destination for international students and on accelerating the international education industry to benefit all stakeholders. The program has been established to

undertake strategic planning, international marketing and research, and is a key component of Council's Economic Development Strategy.

Council contributes \$400 000 to Education Adelaide each year, which is added to funding from the State Government and educational providers.

This investment is beginning to reap results, with recent figures indicating that South Australia is one of three States that are actively increasing their international market share. Research shows that in the previous financial year, the number of international students enrolled in South Australian institutions increased by 600, with another rise of about 15 per cent in the early part of 2000.

Another Education Adelaide office was opened in Singapore in this financial year, bringing the total number of offshore offices to three. Delegations also went to other key markets including Indonesia, India, Malaysia and Hong Kong to raise Adelaide's profile.

An Education Adelaide Marketing Plan 2000 was approved by the Board in November 1999. It sets a framework for global marketing activities, identifying areas that have great potential for student recruitment in the short, medium and long term.

Among the activities undertaken by Education Adelaide to raise the profile in the international education market place was the redevelopment of the official website (www.educationadelaide.sa.gov.au) in December 1999 to make it more interactive and student oriented, with promotional pictures of Adelaide.

Promotional brochures were produced and translated into Indonesian, Chinese and Japanese, and a specialised European brochure was designed, featuring aspects of Adelaide's lifestyle, for distribution to European and South American destinations.

In addition, almost \$100 000 of advertising was placed by way of a variety of publications and in mobile displays.

University and post-graduate research scholarships

Council continued to strengthen its alliances with Adelaide universities by investing in Adelaide as an emerging city of learning and by providing educational opportunities through two research scholarships.

This \$40 000 strategic initiative in 1999-2000 is to be continued with \$40 000 in 2000-01 and \$20 000 in the 2001-02 financial years.

Website continues to bridge the gap

Council's website (www.adelaide.sa.gov.au) continued to grow with many new sections and services added over the past year.

In July 1999, the site won the Best of Asia-Pacific Web Award as a well-designed and informative site. In October 1999, the site was featured in StudyWeb, a website featuring educational information, as one of the best educational resources online. Following this, in December 1999 Australia's premier Internet publisher, Sofcom, acknowledged the site as one of the best national sites.

The daily number of enquiries to the website seeking information on relocating to Adelaide, and tourist attractions and events, is growing. This reflects the diverse information available about Adelaide and its environs, and the extensive links the site provides to other pages.

The number of Council publications now available online is also growing with annual reports, corporate plans, the Smart Building Booklet, a Relocating to Adelaide Guide and the new Environmental Management Plan to name just a few. The agendas and minutes of Council meetings are also available online, actively contributing to Council's aim of reducing its paper use.

Other highlights included the creation of sub-webs for the West End Arts Led Urban Renewal, North Terrace Precinct Project, Australian Sister Cities Association conference and World Environment Day.

People can now find out what the Central Market has to offer simply by visiting the new site at www.adelaide.sa.gov.au/centralmarket which features a clickable map of the market and other interesting information, including the recipe of the week.

The launch of Council's new youth website, called Spinach, in July 2000, broadened the audience base and encourages new users to explore Adelaide and Council's mainstream website.



The site (www.spinach.adelaide.sa.gov.au) provides young people with the opportunity to submit information, stories and artwork, ask questions, find their way around the City's many services and to have a say about what's happening in the City. Features include a clickable map of youth services, a 360-degree virtual tour of the City Skate Park, links to events in the City, and information about the Council, and its strategies and plans.

High performance in e-Solutions

A new five-year information technology strategic plan called e-Solutions was launched in June 1999.

Progress towards an e-commerce website is progressing. Infrastructure has been established to support the initial development of on-line payments for parking fines and rates. Priority on-line applications have been identified by stakeholders and will be developed progressively over the project's lifecycle.

Library Services

The City of Adelaide Library Service increased its membership base and circulations during 1999-2000.

More than 63 000 active members used the service at the library's two locations, Kintore Avenue, in the City, and Tynte Street, North Adelaide, borrowing more than 770 000 items.

A range of new services was offered to the public, including Internet training, research, document delivery and facsimile. Internet facilities provided by the library and the Customer Centre on Pirie Street remain popular and are heavily used for e-mail and World Wide Web searching. New media types, such as DVD's and CD-ROMs, are especially popular.

The library delivers information services and programs to diverse groups within the community. This includes a homebound visiting service, children's library programs, book clubs, and a gallery and display service for artists and community groups. A specialist information and document delivery service is provided to the Lord Mayor and councillors, Council employees, and consultants.

The redevelopment of the State Library site on North Terrace has provided the Council with the opportunity to review the current site of the City of Adelaide Lending Library service.

In March 2000, Council decided that the Lending Library should be incorporated within the redeveloped State Library. It is envisaged this will strengthen its prominent role in the overall economic and cultural development within the North Terrace precinct. It is an opportunity to further develop partnerships and expand the City of Adelaide's broader role as an information resource provider for the State.

The integration of new technology has ensured the City of Adelaide **Library Service** continues to grow in membership.





6

ACCESSIBLE CITY

THE VISION

A city that is readily accessible for residents, workers and visitors.

THE PLAN

The strategies to achieve this will:

- facilitate travel to and movement within the City
- provide ease of access for all to buildings and open spaces in the City.

BUILDING ON THE PLAN

Integrated Movement Strategy

A draft Integrated Movement Strategy was prepared to establish coordinated policies and programs to maintain ease of access to the City, and ease of movement around it, within a safe and attractive environment.

The strategy brings together issues associated with movement within the City, including vehicular, bicycle and pedestrian movement, together with all the supporting infrastructure, such as parking. It integrates the previously separate Bicycle, Traffic Management, Pedestrian, On-Street Parking and Off-Street Parking strategies, bringing together the findings of a series of major studies on various aspects of movement to and within the City undertaken over the past two years.

It presents a long-term direction for managing movement within the City's streets and public spaces to establish a clear policy basis for capital works programming, street design, traffic and parking management, and liaison with State Government agencies.

Disability Action Plan

Council continued to work towards creating a safe and accessible city for everyone through the development of a new Disability Action Plan.

This plan sets priorities and actions, with performance indicators, to be undertaken by Council to address

concerns and issues relating to people with disabilities. The actions were informed by the Disability Discrimination Act and a range of disability access groups, before being endorsed by members of the Disability Access Implementation Group.

The areas of importance were identified as:

- access into and within buildings in the City
- pedestrian access
- car parking
- public transport.

Council joined with Arts in Action and the Commonwealth Department of Family and Community Services to host an Accessible Adelaide Symposium on the International Day of Disabled Persons in December 1999.

The 'Think Access' video was launched featuring Adelaide and its cultural attractions and promoting disability-friendly practices in cultural tourism. The Disability Information Resource Centre's new website, an initiative also developed in partnership with Council, was also launched.



SAFETY IN THE CITY

THE VISION

A city where people are confident about their safety and crime is minimised.

THE PLAN

The strategies to achieve this outcome will:

- manage and promote Adelaide as a safe and welcoming city
- address crime prevention
- create a safe environment through good urban design.

BUILDING ON THE PLAN

Safety in the City

While Adelaide is considered to be relatively safe, a Crime Prevention Program was developed with a variety of stakeholders to target particular crimes and 'hot spots'.

Young people are vulnerable to rape and sexual assault in and around licensed premises. The Women in Adelaide study (released in March 2000) found that women in particular feel unsafe in the City. Council is now working with the Yarrow Place Rape and Sexual Assault Service and the East End Precinct Coordination Group to design, implement and evaluate a program to address the issue.

Council continued to coordinate the successful Navigator project to assist young people stranded in the City to get home safely, particularly at night. Police and workers from participating youth agencies distribute single trip public transport tickets to young people when they need them to get home.

In conjunction with the Police, Council manages the Closed Circuit Television (CCTV) system in the City. This is monitored 24 hours a day and the cameras are relocated as necessary to reduce the incidence of crime.

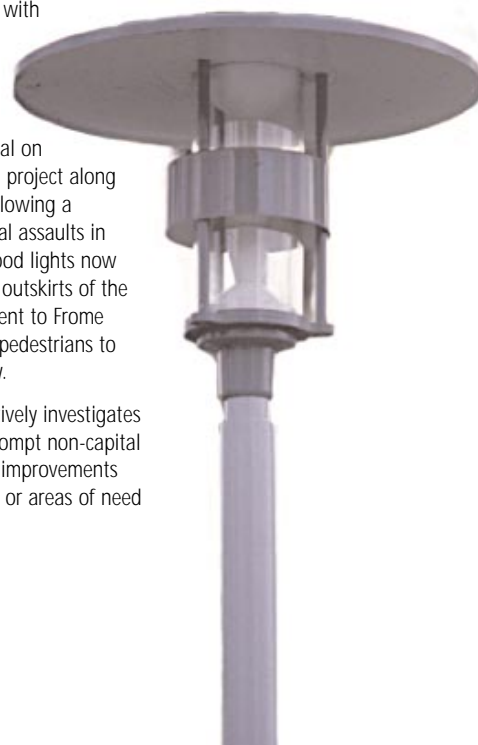
Public lighting policy

Council is developing a lighting strategy for the whole city that will identify a range of long-term outcomes, including improved safety.

Lighting improvements have been identified, based on the findings of studies including Safer Pedestrian Routes, Women in Adelaide, the Integrated Movement Strategy, and the identification of safety hot spots. Improvement projects have also been included in Council's five-year works program, which will result in improved safety and night-time amenity within the Park Lands.

Council worked with the Botanic Gardens, the universities and the Royal Adelaide Hospital on a major lighting project along Frome Road, following a number of sexual assaults in recent years. Flood lights now project into the outskirts of the park area adjacent to Frome Road, allowing pedestrians to see more clearly.

Council also actively investigates and provides prompt non-capital interim lighting improvements where incidents or areas of need are identified.



East End Precinct Licensing Statement

An East End Precinct Licensing Statement was endorsed in April 2000 to reinforce this precinct as a distinctive blend of city living, dining, creative enterprise, arts, culture and leisure, while maintaining its unique heritage and character.

Residential accommodation in the precinct is providing a true 'city living' lifestyle and careful management is needed to ensure that residential amenity is compatible with the commercial and leisure functions of the precinct. To achieve this, it has been agreed that licensed premises will be closed between the hours of 3.00 am and 7.00 am and live entertainment will cease at 1.00 am.

As part of the interim Alcohol Management Strategy adopted by Council in October 1998, Precinct Licensing Statements are being prepared for each precinct. The key aims of these statements are to:

- reduce alcohol related anti-social behaviours in specific areas
- give policy direction to Council's interventions on licensing and related matters in each precinct.

The requirements contained in these evolving Precinct Licensing Statements will eventually be incorporated into a Plan Amendment Report (PAR) to the Development Plan. This will give greater statutory support to the requirements where a development application is required.

City Safety and Drugs Advisory Group

The City Safety and Drugs Advisory Group was established in August 1999, bringing together a diverse range of people from organisations with a strong interest in making the City a safer place. They include policy makers, experts in drug and alcohol, people with expertise in homelessness and its impact on the city, representatives of the business community, and the police.

The East End's **cafe culture** and easy-going lifestyle make it a popular destination.



The committee was established with delegated authority to advise Council's Chief Executive Officer on the management of crime prevention, drugs, safety and the public's perception of safety in the City.

The group has focussed its efforts in three main areas: illicit drug use in the City; achieving safer practices in licensed premises; and geographical hot spots. An Illicit Drugs sub-Committee was formed to research the extent, nature and impact of drug use in the City and to consider options for action.



City safety became a priority with the formation of a committee to look at the issues of drugs and safety in the City.



CULTURAL HEART OF SA

THE VISION

A city that is the focus for culture and leisure in the State.

THE PLAN

The strategies to achieve this will:

- provide support for major events in the City
- facilitate the enjoyment of cultural and leisure facilities and activities in the City
- celebrate Kaurna heritage and living culture
- support and celebrate Adelaide's multicultural and ethnic diversity.

BUILDING ON THE PLAN

Support for major events

Council's extensive program of events continued to generate significant benefits for the City – both economically and culturally.

Undoubtedly, the Telstra Adelaide Festival 2000 was a highlight of the City's event calendar, showcasing high profile artists alongside emerging artists. The program spread beyond the festival to ensure audiences could go to a wide range of projects. Attracting 295 000 visitors and an associated \$15 million for the City, the festival featured a significant number of exhibitions and installations, and newly commissioned art works staged in both traditional galleries and public areas.

Fringe 2000 featured artists from all around the world joining local performers for three weeks of entertainment for more than 850 000 people. As one of the world's largest and best arts events, Fringe 2000 generated \$9.5 million for the City and brought the streets alive with performers and events – catering for all ages, tastes and budgets.

The 7th Australian Masters Games held in September and October 1999 attracted more than 11 000 participants from 28 different countries. Throughout the nine-day event, \$20.7 million was generated as Adelaide played host to 17 650 visitors. With 88 sporting venues,

participants in the 46 different sports had the opportunity to experience Adelaide at its best – from the heritage buildings of the Games Centre, to the premier track and field facilities in surrounding areas.

Tasting Australia and the associated Feast for the Senses made up a major food, wine and media festival held in Adelaide from 5 to 12 October 1999. It attracted participation from food and wine enthusiasts, including 200 international visitors from the food and wine media, generating an estimated \$2.1 million and more than 40 000 visitors to the City. Highlights of the Feast for the Senses, held in picturesque Botanic Park, included the Australian Regional Food and Wine Expo, Aussie BBQ Challenge, Seafood Pavilion, Wine Tunnel, Waiters Race and Petanque Tournament.

The World Solar Cycle Challenge attracted 20 000 visitors who were keen to see the solar-assisted human powered vehicles in action, as part of a 1500 kilometre course between Adelaide and



Alice Springs. Promoting research into the use of sustainable energy techniques and energy conservation, and providing a mechanism for the innovative application of advanced technology in a competitive environment, the event generated \$400 000 for the City.

The City took centre stage when it hosted the Adelaide International Horse Trials, the only four-star event in the southern hemisphere. Attracting 52 200 people to the City and generating \$556 000, it is ranked equal to the Olympic Games in equestrian skill level. It is the only equestrian event held within City environs anywhere in the world. It includes dressage, cross-country and show jumping in the Adelaide Park Lands. The new \$750 000 stables at Victoria Park were completed in time to provide first class stabling for the horses. This new and improved facility was a joint project of Council, the South Australian Jockey Club and the South Australian Tourism Commission.

Council also sponsored a range of other events, including Golden Oldies World Rugby, the Feast Lesbian and Gay Festival, Carnival/Sprint Regatta on the Torrens Lake, State Opera, the Polish, Chinese, Italian and Indian multicultural festivals, Classic Adelaide car rally, the Credit Union Christmas Pageant, Clipsal 500 car race, South Australia Day and the Tour Down Under bicycle race.

The **Clipsal 500** car race is a popular event on the City's calendar.



Public artworks

Council installed two major public artworks in the City – a bronze sculpture entitled 'Pigs in a Space' and a life-size statue in honour of Dame Roma Mitchell.

Council commissioned a life-size statue in honour of the late Dame Roma Mitchell as a permanent tribute to her lifetime of achievement in South Australia. The \$112 580 statue was erected in the Prince Henry Gardens in front of Government House, on North Terrace.

The \$75 000 pigs sculpture was created by artist Marguerite Derricourt, as part of the final phase of the Rundle Mall Upgrade. The group of four bronze pigs was installed in the Mall at the junction of Stephens Place, on the southern side of the Mall. The pigs are depicted in lively poses as if they were walking the street, greeting shoppers, and snuffling out a bargain, and have proved popular with children of all ages.

A public competition was held to name each pig and name plaques were unveiled in December 1999.

City Skate Park

Young people from around Adelaide applauded the opening of the new \$600 000 Skate Park – City SK8 – on North Terrace in May 2000, a significant part of the capital works program for 1999-2000. Since then, City SK8 has hosted up to 100 skaters a day, and up to double this number during the school holidays. The site is strategically located on North Terrace, is accessible by train and bus, and features artwork by young people and attractive design features.

To ensure its safety, security cameras provide 24 hour surveillance. City SK8 also appeals to many non-skaters as a vibrant and attractive place where the general public has the opportunity to view the skills and energy of talented young people. The park features grassed viewing areas, landscaping and an onsite high-tech automatic self-cleaning toilet.

Art and Cultural Quick Response Grants

To encourage emerging artists and arts organisations in a diverse range of innovative projects, several art and cultural projects were supported financially through Council's \$30 000 Arts and Cultural Quick Response Grants program. Activities involving over 120 artists were funded, including:

- the Migrant Resource Centre of South Australia for the Refugee Cultural Festival
- Junction Theatre Company's 'Carol Chaos at Christmas Time' in Rundle Mall and the Central Market
- Ausglass' promotion of 'Glass Walk', a display of glass artwork in vacant shops, in the West End
- the Jam Factory's contemporary craft and design public installation of American glass artist, Dale Chihuly, in the Elder Park Rotunda
- a visual art exhibition by Brian Tingey and Stephanie Radok.

Celebrating Aboriginal heritage

Council participated in a program of Aboriginal cultural celebrations and events, including the National Aboriginal and Islander Day Observance Committee (NAIDOC) week, National Sorry Day and Aboriginal Youth Week.

One of the highlights was the unveiling of Council's 'Bringing them Home' memorial in the north Park Lands. Adelaide's oldest Kurna elder, Ms Doris Graham, unveiled a plaque on a circle of boulders on the north bank of the River Torrens as part of the Journey of the Healing event to commemorate the anniversary of National Sorry Day.

The plaque is located on the site of the first Aboriginal School in South Australia – Piltawodli (possum place) – where Kurna was taught by German missionaries from 1839 until banned by Governor Grey in 1845.

The plaque symbolises Council's re-affirmation of its Sorry Day statement, and highlights the importance and significance of Aboriginal culture to the City. To educate visitors, the black granite boulders monument provides information on Aboriginal history.

As part of this year's National Sorry Day event a possum sculpture at the site was also unveiled by a child from the Kurna Plains School, and a Journey of Healing was conducted by Kurna representatives. The memorial plaque was partially sponsored by the Lutheran Church.

Council supported the National Aboriginal and Torres Strait Islander Observance Committee (NAIDOC) Week Flag Raising Ceremony with a reception at the Town Hall. Called 'Building Pride in the Community,' this event promoted increased awareness of Adelaide's rich Aboriginal cultural heritage.

Artwork on the streets

The On The Streets program presented the best and most innovative of Adelaide's artistic talent, especially young and emerging talent, within the public realm.

The installation of temporary public art in the West End, at the Adelaide Festival Centre and Rundle Mall, provided diverse samples of artwork without the long-term concerns relating to permanent public art.

The West End project, titled VIEW, provided an opportunity for local artists to showcase public artwork in familiar surroundings. It featured coloured light projections in alleyways and on buildings, and unusual pieces of artwork ranging from ladders and fabric, to banners and shoes.

The light poles in Rundle Mall were transformed as part of a temporary transformation to create two vividly coloured female characters for the Adelaide Fringe Festival.

Involving more than 50 local artists, the On The Streets program reflected Adelaide's creative and diverse cultures.

A series of exciting site-specific temporary artworks, titled 'Public Exposure', was installed at various locations along Hutt Street in August 1999 and was launched to coincide with South Australian Living Artists (SALA) week.

Victoria Square Activity Program

The Victoria Square Activity Program commenced in September 1999, aimed at rejuvenating the square as the City's civic and cultural centre.

The program commenced with the colourful sights and sounds of a two-day multicultural musical event. Activities continued through to April 2000, with Victoria Square hosting over 30 organisations and artists with activities including dance, temporary visual art installations, music, performance and community events.

Local artists were engaged by Council to deliver a number of visual and musical themes. The 'Meeting of the Waters' exhibit by Jenny Gregson and community arts worker, Bridgette Minuzzo, created six banners which embraced each of the three granite surfaces of the Victoria Square fountain,



A colourful program of events commenced to rejuvenate the City's civic and cultural centre – **Victoria Square.**

celebrating the square's historical role as a ceremonial meeting place.

More than 50 artists took part in a Pavement Art Competition using the theme of 'Life' to encourage people to embrace Victoria Square and explore the City's diversity.

In a dynamic program, entitled E-Muse, emerging musicians from the Flinders Street School of Music performed over 13 weeks in Victoria Square and other central city locations.

Adelaide Aquatic Centre

The Adelaide Aquatic Centre continued its reputation as a popular recreational venue and was the third major tourist attraction in South Australia in 1999.

Management and employees at the centre have been very proactive in developing new activities, signs and display advertising, and in attracting national and international athletes and events to the centre.

The centre secured the 2002 Commonwealth Games Trials and the 2002 Junior World Cup for diving. The new FINA accredited diving tower has also been influential in securing these events.

The new electronic timing equipment and scoreboard have been used successfully in more than 40 carnivals. Graphics and animation can now be easily created for the scoreboard, together with text to promote the centre. These opportunities create the potential to generate income from sponsors through advertising and sponsor recognition.

The centre has also installed an ultraviolet disinfection system, an electrical and totally chemical-free method of water disinfection, similar to that used in the leisure pools and spas. While the unit will not totally replace chlorine, it will provide primary disinfection and break down the toxic by-products of chlorine that can irritate eyes, skin and lungs and sometimes create an unpleasant swimming pool odour.

ADELAIDE AQUATIC CENTRE	1999/00		
	Actual (\$000)	Original Budget (\$000)	Revised Budget (\$000)
Revenue	3,027	3,080	3,125
Less Operating Expenses	2,985	3,045	3,084
Surplus/(Deficit) before Depreciation	42	35	41
Less Depreciation	568	602	572
Surplus/(Deficit)	-526	-567	-531

Town Hall Function Centre

The Award-Winning Adelaide Town Hall Function Centre was again the chosen venue for many successful events in 1999-2000. This extremely busy and successful year culminated in the centre achieving its first ever net profit.

An informative web page (www.adelaidetownhall.com.au) was developed during the year to provide a comprehensive guide to the centre including information on each room, maps and floor plans, car-parking, terms and conditions of hire, organ recitals, town hall tours and public information. There is also an online enquiry form that can be completed and e-mailed directly to the centre.

INCREASE CITY POPULATION

THE VISION

A city with a growing population (of 25 000 by July 2004) characterised by diversity and sustainability (Target: private dwelling residents, 16 000; non-private residents, 9000).

THE PLAN

The strategies to achieve this outcome will:

- promote city living
- enhance residential amenity
- facilitate a plentiful supply of diverse housing
- consolidate urban growth
- support the State Government in the achievement of its immigration targets.

BUILDING ON THE PLAN

City living

With the City going through an exciting period of new development and construction, an increasing number of people are choosing to live in it. The convenience, quality of life and opportunities the City offers have attracted record levels of demand and development.

More than 250 dwellings and serviced apartments were under construction by the end of June 2000, and a further 900 had planning consent but had not yet commenced construction.

Council promotes lifestyle advantages through its City Living program, maintaining a register of people keen to move to the City. At present, more than 200 households are currently listed, and a regular newsletter is published in liaison with developers and agents, providing details of all the latest residential developments on the market. A Relocating to Adelaide guide is also published for interstate or overseas people who are considering a move to Adelaide. Both of these publications are available on the Council's website and a growing number of e-mail enquiries are being received.

Council works hard to achieve the right balance of development. More than ever before, the City is seeing a

greater diversity in developments, providing larger units for families and older couples wanting more amenity.

The 1999 ABS Estimated Resident Population figures for the City of Adelaide show an average 1.9 per cent growth in resident population over the period 1994-99 compared with 0.4 per cent growth across the metropolitan area.

Council's streetscape program continues to enhance residential amenity. Streetscape projects completed during the year included Delhi and Coglin streets. Work is continuing on the upgrade of Angas, Halifax, Centenary, Stephens and Watson streets.



Social housing

Council maintained its commitment to provide a diverse range of housing in the City to ensure that its residential population has a broad social basis.

Council's rating policy, marketing support and active facilitation of projects (including a range of joint initiatives with the SA Housing Trust and the SA Community Housing Authority to meet specific needs) have been essential elements of residential revival in the City.

This was highlighted in 1999-2000 when Council assisted the Multi Agency Community Housing Association (MACHA) in securing a site on the greater Halifax depot development site for a nine dwelling development for homeless women. Assistance was also provided to negotiate a package of funds from various State programs to enable this proposal to proceed.

Three new units were built in Bartels Street to provide housing to aged, low income residents. Planning also continued for three units in Sturt Street with the renovation of a heritage listed property, increasing to ten the number of properties now managed by the MACHA.

A previous housing project that Council played a major role in resourcing and developing last financial year, Dawson Court, was evaluated. Designed for homeless frail elderly people, 100 per cent occupancy has been maintained by this formerly transient group in the 18 months since they became residents.

A particular emphasis of the Council's work in the past year has focussed on the need to consolidate previous achievements, while giving the social housing sector a more strategic basis for a sustainable presence in the City's residential character. A human services partnership was formed with the State Government to ensure a mutual commitment to sustainable housing in the City.



photo courtesy Randy Larcombe

New and **innovative housing development** is encouraged and clearly demonstrated in this McLaren Street house.

The Council's vision for a diverse range of housing was realised at this **community housing development** in Bartels Street.



photo courtesy Simon Casson

Revised Development Plan

Council has worked extensively to ensure that the revised Development Plan facilitates residential development and activities, particularly in the central activities district of the City.

The general review Plan Amendment Report for the Adelaide (City) Development Plan establishes a development control policy framework which maintains the strengths of the previous City of Adelaide Plans in promoting precinct-based mixed use development, within a format consistent with statewide requirements. It incorporates a range of policy measures to help manage the interface between higher density residential and non-residential uses.

A draft Plan Amendment Report (PAR) was lodged to enable Council to incorporate extensive policy amendments, re-formatting and updating the Development Plan.

This has enabled it to reflect more clearly the evolving strategic context of Adelaide 21, the Capital City Development Program, and the direction of current and future Council strategies, both issue based and area based.

New State Government requirements stipulated that the review of the Development Plan took place within the provisions of the *Development Act 1993* rather than under the *City of Adelaide Development Control Act 1976*.

A lengthy program of public consultation on the PAR formed a key component of the Development Plan review process, with all comments received on proposed amendments considered in the revised PAR and submitted to the Minister for Transport and Urban Planning.



STRENGTHENING COMMUNITY LIFE

THE VISION

A city characterised by equity, diversity, participation and caring.

THE PLAN

The strategies to achieve this will:

- strengthen social support and human services in the City
- involve the community in Council's activities and planning
- involve the community in the life of the City.

BUILDING ON THE PLAN

Social grants and support

The 1999-2000 Grants Program provided a total of \$660 447 for community service, arts and cultural activities in the City with a significant amount – \$473 694 – focussed on those who are confronted with serious social problems.

This takes the funding assistance provided by Council for agencies caring for the homeless and associated projects in the past six years to more than \$3.9 million.

The Community Grants Program provides limited support to city-based, non-profit community groups and organisations. This includes subsidies for eligible groups to hire the Town Hall Function Centre and other facilities.

The three categories for the Grants Program are community services, arts and culture, and city vitality (which supports a number of key projects and services within the City). They focussed on:

- community services partnerships (with the Aboriginal Sobriety Group's Mobile Patrol Service; Brian Burdekin Health and Welfare Clinic; Catherine House; Citizen's Advice Bureau; Rec Link SA and the Box Factory Community Centre)
- arts and culture partnerships (Arts in Action, Carclew Youth Arts Centre, and Nexus Multicultural Art Centre)

- city vitality partnerships (with Royal Agricultural and Horticultural Society of South Australia's Royal Show City Parade and Pet Walks).

Council also provides support for these and many other organisations throughout the year through in-kind partnering and support.

Two significant new categories were added during the year, namely a Strategic Partnership Program and the Community Grants Program.

Youth policy

More than 200 young people converged on Victoria Square when Council launched its vision for young people in the City – YoungAdelaide – in April 2000 as part of National Youth Week celebrations.



The first of the initiatives of YoungAdelaide was also held in Victoria Square to coincide with the launch of the policy. The event, called 'Passion in the Square', gave young people a platform to voice their concerns, thoughts and hopes for the future.

More than 30 young people stepped up onto the 'Passion Box' and talked for three minutes about any subject they felt passionate about – such as the environment, health, drugs, sport, sex, education or image.

With the five-year YoungAdelaide program, young people between the ages of 12 and 25 in Adelaide will have a greater impact across the range of Council's functions and initiatives.

Young people were invited to speak their mind at '**Passion in the Square**' as part of the Council's new youth policy.



Women in Adelaide Study

The Women in Adelaide report was launched in March 2000 as a result of collaboration between Council, the Office for the Status of Women, the University of Adelaide and TransAdelaide.

The report explores women's perceptions, their use of the City and suggestions to make it more welcoming and accessible. The issues raised are being addressed and incorporated into a range of Council strategies including the Integrated Movement Strategy, the Welcoming City Project and the Urban Design Framework.

The collaborative approach to the project has also ensured that women's issues contribute to a number of related planning and research processes being undertaken by the State Government.

Aboriginal Primary Health Project

A report on the Aboriginal Primary Health Project, *Aboriginal Access to Inner City Health Services*, designed to improve the health of Aboriginal homeless persons and visitors to the City, was tabled.

The project and its recommended outcomes focus on Aboriginal people frequenting the Park Lands and squares in the City, specifically those who are unemployed and in poor health, and who may have abused alcohol and other substances. It focuses on resolving attitudinal and organisational problems which impede Aboriginal access to primary health care services.

The report provides information on the range of health and associated problems suffered by this community and confirms a high level of intensity. It also provides an analysis of their use of current health services and requirements to provide more effective intervention. The Department of Human Services is now progressing these issues.

Quick Response Program

Council's Public Complaints Program was engaged in a range of measures and continued to provide quick responses to complaints and concerns about social and behavioural issues within the City.

Council received around 50 complaints and concerns during 1999-2000 from residents, business owners and operators, and city workers. Mediation, information provision, advocacy and referral services between Council and the City community, were just some of the ways of providing quick responses to social and behavioural problems, in conjunction with the Police and social service providers.

Home support services

Council provided assistance to 300 frail aged, younger disabled residents and their carers who received either home support or home maintenance program assistance during 1999-2000.

Home support assistance included assessment, shopping, bill paying, transport, and referral and information services to independently housed eligible residents. Similarly, the home maintenance program helps in assessment, home maintenance, such as gutter cleaning and general repairs, home safety and security advice, and hardware installation services.

Supporting community activity

The North Adelaide Community Centre established a number of new programs including the University of the Third Age drama group, Esperanto language classes, an easy move exercise class, a bridge group, a mahjong group, a vintage music group, and the North Adelaide coffee group. These groups provide a range of activities to the community, including the Tree Planting Program in Wellington Square. A number of local community interest and hobby groups are also based at the centre, such as the South Australian Inventors Group and Neighbourhood Watch.

The Migrant Resource Centre took over the management of the Coglin Street Community Centre in June 2000 following a review of its viability. The review addressed management models and identified a niche market for the centre.

The Box Factory Community Centre continued to offer a number of activities and programs with an emphasis on arts and culture. Highlights included Arts in Action, Adelaide Painters, Box Factory Choir, life drawing, drama classes, and the well-known Friendly Street Poets who publish their work on a regular basis.

A number of community groups and agencies that provide services to City residents are based at the Box Factory Centre, including COPE, Neighbourhood Watch, SA Pensioners Association, Suicide Bereavement and Fauna Rescue of South Australia Inc.



11

ATTRACTIVE CITY

THE VISION

A city that sustains and enhances its heritage and Park Lands and promotes excellence in urban design.

THE PLAN

The strategies to achieve this outcome will address:

- city planning
- urban design
- new assets and improvements
- city pride
- heritage protection.

BUILDING ON THE PLAN

Capital Works Program

Council's Capital Works Program advanced 3.67 per cent to a record \$20.6 million (including remediation), with 95 per cent of planned capital works completed for 1999-2000. This continued steady growth in the works program in recent years has seen it advance 12 per cent in the past three years and surge nearly four fold since \$5.6 million was outlaid in 1994-95.

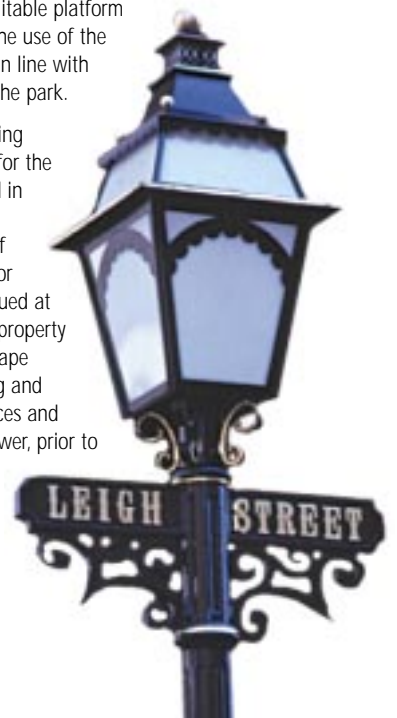
Council has spent almost \$3 million over 18 months to extensively repair and restore the art-deco era Adelaide Bridge, built between 1929 and 1931 to replace a much narrower original bridge. The project recognised the bridge's historical and ceremonial significance to the City, as well as its important civic and economic functions in linking the CBD with North Adelaide. Around \$150 000 of landscaping completes the project.

Construction of new \$750 000 horse stables at the Victoria Park racecourse was completed in October 1999. This is a joint project of Council, the South Australian Jockey Club (SAJC) and State Government. The new stables are larger than the previous facilities and allow horses to be stalled overnight. The design caters for 70 event boxes with removable rails to provide 140 race-day stalls. The design is such that the stables can also

accommodate alternative activities for other specialised events. The new stables meet the highest environmental standards and complement the Park Lands setting.

A Conservation Plan and Building Condition Audit were also completed for the heritage grandstand in Victoria Park. This will form a suitable platform upon which future options for the use of the grandstand can be considered, in line with proposals for long-term use of the park.

One of Council's most outstanding heritage capital works projects for the year, Leigh Street, was launched in October 1999. Council invested \$830 000 in a major upgrade of the streetscape in preparation for further heritage restorations valued at \$15 million to the buildings by property developer Ipoh Ltd. The streetscape project involved undergrounding and refurbishment of all major services and utilities, including water and power, prior to paving the streets with granite blocks, improving pedestrian access, and installing heritage-style lighting.



Leigh Street is part of a major pedestrian thoroughfare from the railway station through Topham Mall to Victoria Square. As one of the City's prime assets, it is now a street where pedestrian traffic takes precedence over motor cars.

The escalators in Rundle Mall were removed in March 2000 following the successful conclusion of almost two years of negotiations between Council and the owners of the two adjoining properties in the Mall.

The King William Street footpath upgrade progressed, with stage two seeing the completion of slate paving on the eastern side between Rundle Mall and Grenfell Street; and the completion of stage three, the relocation of underground services on the eastern side between Grenfell and Pirie streets.

The Grote Street, East Terrace and War Memorial Drive footpath upgrades were also completed, with the Hindley Street footpath upgrade now around 95 per cent finished.

The review of Council's Nursery was completed in January 2000, and \$100 000 worth of capital and maintenance improvements carried out onsite. This has resulted in increased production, with the nursery producing all of Council's plant requirements. The sale of mulch and compost has also re-commenced.

A significant upgrade to Charles Street, which runs between the new David Jones store and John Martin's Plaza, is being undertaken to complement the Adelaide Central Plaza development. Council is spending \$450 000 upgrading the street design, paving and lighting. David Jones Ltd is contributing a further \$130 000 to lighting and new aluminium panel ceiling above the roadway. The project has been designed to significantly improve pedestrian access and safety between North Terrace and Rundle Mall, while allowing service vehicles to use the street for deliveries and waste collection.



photo courtesy, Steve Rendoullis

Upgrading **Charles Street** complements the new David Jones development.

Other capital works included the development of concept designs for the Halifax Environs, Pulteney Street, Jeffcott Street and Watson Street streetscapes. Stage one of the Angas Street streetscape was completed, including stormwater amenities, underground services conduits, kerbing and footpaths. The Coglein and Stephens streets streetscapes were also completed.

Two 30-metre flagpoles were installed in Victoria Square to commemorate the end of the millennium. The Australian national flag flies prominently on both poles. Pedestrian lighting and an automatic irrigation system were installed in the square, along with the fountain refurbishment. Pathway lighting was upgraded in Whitmore Square.

A project to improve the concrete stormwater drain that flows through Rundle Park, in the City's north east, was completed. This project is a continuation of similar work undertaken on the creek in Rymill Park. The existing concrete open channel in Rundle Park was a safety hazard and prone to flooding.

Council installed new street furniture and continued its replacement program of existing furniture, in particular, new seats and bins were installed in Victoria Square. High priority Park Lands infrastructure improvements were identified including seats and picnic facilities, shade shelters for playgrounds and improved signage. These will enhance the quality of public facilities for the benefit of all City visitors.

Council continued its program of upgrading at the Central Market (including the installation of a fire sprinkler system, a loading bay in Grote Street and the replacement of the Grote Street lift), the Colonel Light Centre (which won a Royal Australian Institute of Architects Award of Merit) and the Aquatic Centre (including resurfacing of the floor, new scoreboard and timing equipment, and installation of an ultra violet disinfectant unit). Stage one in the refurbishment of the Torrens Lake Weir was also completed with electrical control equipment upgraded to Y2K compliance standards.

Preserving the City's built heritage

In celebration of 12 years of encouraging the community to embrace the City's built heritage, the Council's Heritage Incentives Scheme was increased.

In 1999-2000 more than 120 projects were sponsored by Council from the heritage program – representing a 20 per cent increase over previous years. Funding for the heritage program was increased from \$660 000 in the previous year to \$900 000 in response to a Council decision to provide more support to building owners keen to undertake conservation work.

Landmark heritage projects have continued with support of a consortium of the three owners of the Tavistock Building on Rundle Street. This conservation opportunity grew from the increased recognition by the owners of the severely dilapidated and failing facade. With a sponsorship package of \$110 000 from Council's Heritage Scheme, the stabilisation of the facade was complemented by the reinstatement of many previously lost ornaments and features. These conservation works have greatly enhanced the character and distinction of Rundle Street east.

Maintenance of the historic **Adelaide Mosque** and replacing its distinctive minarets was a priority.



The Adelaide Mosque, the oldest mosque in Australia, showed its fragility when the eastern two of its four distinctive minarets became structurally distressed. The extent of the damage required them to be demolished for safety reasons. The mosque has an important association with the City's history and is intimately linked with national themes of migration and exploration of the outback, making the replacement of these minarets a priority. Council matched the \$45 000 obtained from the Federal National Estate Grants Program, with the State Government and the owner both contributing \$37 000.

Other project highlights this year included the re-rendering and conservation of the service core at the former MLC Building in Victoria Square; a shopfront reinstatement at the Beehive Corner on Rundle Mall; and work towards the conservation of the Elder statue at Adelaide University.

Most activity occurred in the residential district where re-roofing and balcony repairs, together with stormwater drainage, verandah and fencing re-instatement for a number of properties will enhance the appearance and authenticity of many of the City's residential streets.

Plan Amendment Reports for the Park Lands, urban design and heritage

Following on from the general review of the Adelaide (City) Development Plan, Council pursued a program of additional specific issue Plan Amendment Reports (PARs).

Essentially, the program of Development Plan amendments followed from the program of work recently completed on the Park Lands Management Strategy, Urban Design Framework and Integrated Movement Strategy. This builds on the updated Development Plan structure and policy content established through the General PAR forwarded to the Minister in November 1999.

Consideration of the Park Lands sections of the Development Plan was explicitly left out of the General PAR so as to be addressed separately following the implementation of the Park Lands Management Strategy. The PAR does not involve any further substantial policy investigations at this stage, but will provide an opportunity to express the policies and philosophies in the Park Lands Management Strategy within the revised structure of the Development Plan.

The Local Heritage Amendments were a relatively simple plan amendment to give effect to Council's decision to remove local heritage listing of properties at 186 Stanley Street, 56 Barnard Street and 23 Vincent Street, North Adelaide, and extend the heritage listing of the Memorial Hospital to include associated fencing and walling as local heritage features.

A Statement of Intent for a PAR on urban design will be brought forward for Council consideration when the Urban Design Framework is completed. This will define the policy directions to be followed in the PARs more clearly.

Urban design

Council is continuing its work on a number of urban design policies and strategies to establish an integrated and coordinated approach to features such as street lighting, furniture, public art and outdoor dining, while building on the City's unique design, plan and identity.

Council is currently preparing a Public Art Strategy to feature a range of exciting public artworks that engage, amuse and challenge the community, reflecting its diversity of cultures, cultural activities and artistic expression.

A significant amount of work has occurred on the development of the Outdoor Dining Policy, which aims to promote and support the increasing popularity of outdoor dining, while establishing a practical balance between competing interests.

Various options to allow City traders to promote their businesses without using A-frame signs are being explored by Council. This has resulted in the development of a prototype design for an alternative flag or banner that can be fixed to shop fronts with interchangeable advertisements. It is proposed to trial this alternative design with a number of traders along Gawler Place.

In line with the directions and recommendations of Council's Park Lands Management Strategy, signs in the Park Lands are being reviewed. A prototype design for a Park Lands naming sign has been developed for trial. This sign will also be used to implement the Karna names of four of the City's parks, which are currently unsigned, in support of Council's Reconciliation Agreement and the work of the joint Council Aboriginal Reconciliation Advisory Group.

Council is developing an urban design framework for Victoria Square as the central, formal open space of the City, the role originally envisaged for it by Colonel Light's plan. The first stage has been completed with the creation of an Urban Design Study which addresses the social, cultural and physical potential of the square and proposes two options for its future design. The second stage will include community consultation.

ENHANCED QUALITY OF PARK LANDS

THE VISION

A city that protects and enhances the distinctive cultural, recreational and natural qualities of its Park Lands.

THE PLAN

The strategies to achieve this outcome will:

- recognise the Park Lands as a place of cultural value
- include the community in Park Lands management and programs
- protect and enhance the biodiversity and habitat of the Park Lands
- ensure accessibility of the Park Lands
- manage and maintain the Park Lands.

BUILDING ON THE PLAN

Park Lands Management Strategy

Implementation of Council's visionary Park Lands Management Strategy commenced immediately following its official launch in November 1999.

Marking the culmination of extensive research and consultation over the past two years, Council was committed to ensuring that the strategy was integrated into current Park Lands practices as soon as possible. This included a renewed focus on completing policy, audits and survey work.

Master plans will provide an outline of recommended staging and priority for planning. These will be based on the natural, cultural and recreational characteristics of the landscape.

Council is committed to achieving the often difficult balance between the needs and desires of various users of the Park Lands. With the long term well-being of the Park Lands in mind, it believes that implementing the strategy will lead to optimum enjoyment and preservation for the future.

In line with the strategy, alienated Park Lands continued to be returned in 1999-2000 with the removal of three unused netball courts in parks 22 and 23, along with the

former bitumen entrance road to the South Australian Netball Association building. Landscape plans have also been prepared. Works have commenced to reduce the pavement on Beaumont Road, thus returning a large area of unused road to Park Lands.

One of the priority actions in the strategy is the release of a Teacher's Resource Kit, which is available to all school teachers, for children from pre-school through to Year 9 secondary students. The kit provides teachers with an easy format to incorporate activities about the Park Lands into the curriculum. It provides an opportunity to pass the need to protect the Park Lands on to a new generation of South Australians who will one day be the custodians of this unique asset.

Council also strives to ensure that the cultural landscape, as identified in the management strategy, is repaired and preserved with \$100 000 allocated to upgrading Veale Gardens. An additional \$30 000 was also provided for similar work in Rymill Park.



Tree condition and naming surveys have been completed for all of the squares, North Terrace, and a section of park 20 as part of a program to complete vegetation surveys of the whole Park Lands. This will provide Council with the first detailed information on the exact location of specific specimens to assist in managing the diverse range of plants. All details recorded will be included in the Geographical Imaging System data for the Park Lands.

Park Lands legislation

Council voted unanimously to oppose the State Government's proposed new land bank legislation in July 1999. After considering subsequent amendments presented by the Minister for Local Government, Council again rejected the proposal to set up a land bank under the *Local Government Act 1999*.

While Council stood by its original position of not supporting this legislation in principle, it was determined to continue to negotiate with the State Government in a bid to make the legislation more relevant, workable and protective of the Park Lands.

While Council supported the initial direction outlined in a discussion paper as the basis for further legislative development, it also requested the opportunity to work closely with the State Government on the detail of proposals, results of consultation, and the draft legislation.

Council has also requested that World Heritage Listing be pursued as a measure to recognise and preserve the underlying importance of the Adelaide Plan including its Park Lands.

Dual naming of Park Lands

Council adopted Aboriginal names for the River Torrens, the City Golf Links, and three other parks around the City in March 2000.

The use of Aboriginal names, developed and approved by Kurna Elders, is part of Council's reconciliation program, and represents a positive contribution by the City to the reconciliation process.

Council recommended the new names to the Geographic Names Advisory Committee, which under State legislation is responsible for naming all natural features within South Australia.

The Kurna name for the River Torrens is Karra-Wirra-Parri (Karra means red gum tree, Wirra means forest and Parri means river).

The Adelaide City Golf Links (park 1) on the north side of Memorial Drive, was given the dual name Pilta-Wodli, which means Possum Place. This was the Aboriginal name given to the area opposite the old Adelaide Goal on the north side of the Torrens because of the abundance of possums that once lived in the numerous red gum trees in the vicinity. The other dual names are Tamba-Wodli for Park 24, Wirra-Nendi for Park 23 and Karra Wirra for Park 12.

A further selection of proposed Kurna names and sites will be considered by Council next financial year.

Self-guided trails

Three self-guided walking trail brochures were developed for the Park Lands, embracing significant themes and locations.

The environmental trail is situated in the west Park Lands, incorporating the Bush Tucker Trail. It features the transformation of Veale Gardens in the south Park Lands and explores some of the fascinating stories behind the City's statues and monuments in the north Park Lands.

Council is in the process of refining these trails to become part of a larger suite of self-guided trails that will collectively be branded as AusTrails, a statewide trail initiative to be launched on Active Australia Day in October 2000.

Dogs in the Park Lands

In June 2000, Council designated areas in nine of the City's parks to be used to exercise dogs off-leash at certain times of the day, including the provision of some 24-hour off-leash areas.

The decision followed research conducted by Council into the needs of dog owners and other recreational users of the Park Lands. These arrangements will be reviewed in six months time.

Council carefully analysed the current user groups and activities in each park before selecting the off-leash areas to ensure that the potential for conflict with other users within the various parks is kept to a minimum.

An education program, in conjunction with adjoining councils and the Dog and Cat Management Board, will be undertaken early in the next financial year to raise awareness and promote responsible dog management in the community.

New **self-guided walking trails** have embraced the fascinating stories behind the Park Lands.



HIGH PERFORMING ORGANISATION

THE VISION

A highly effective and responsive City Council which provides high quality services and delivers on agreed outcomes for the City of Adelaide community.

THE PLAN

The strategies to achieve this outcome will:

- envelop and integrate corporate and strategic planning
- improve management systems to support functions and services cost effectively
- provide consistently high-level customer service.

BUILDING ON THE PLAN

Corporate performance

In October 1999, Council endorsed its second five-year corporate plan, which strives to create and support a dynamic, diverse and growing City. The first five-year plan was the most comprehensive in Council's 158-year history.

The corporate plan sets 13 outcomes and strategies (which provide the framework for this Annual Report) to ensure Adelaide is a dynamic and diverse city. It focuses on Adelaide as a city:

- recognised world wide for its healthy and sustainable environment
- where skill, innovation and new technology are fostered and applied in a way which will lead to increasing economic benefits
- with growing employment associated with sustainable economic growth with a goal of 105 000 workers by July 2004 – 5 per cent annual growth in employment
- with a growing population (of 25 000 by 2004, from 16 115 currently) characterised by diversity and sustainability.

Customer Service Strategy

Following the completion of the Customer Service Strategy, Council has focussed on managing its outcomes

and ensuring that changes introduced are embedded in its operational environment.

The Customer Centre won a Royal Australian Institute of Architects (SA) Year 2000 Design Award of Merit in the Commercial and Interiors section. This recognises good design in aesthetic and functional features of the centre, contributing to a professional ambience for customers and a safe environment for staff.

One of the major tasks of the strategy was to identify Council services that could be integrated into the centre. Twenty-six individual sections of Council departments participated in a detailed review of their external customer services. As a result, an additional 165 topics of general enquiries were identified for delivery through the Customer Centre.

The Customer Service Quality Management Model was developed to document the way the Customer Centre handles customer suggestions, complaints, compliments and work requests (standard and priority).



Providing and **maintaining key infrastructure** is a core service of Council.

This has enabled efficient logging, transferring and tracking of customer contacts. The Tivoli system provides opportunities for monitoring customer requests and feedback, and reporting on these.

An increase of 46 per cent in calls to the centre following the implementation of the strategy confirms the successful integration of services, bringing the 'one-stop-shop' ideal of the strategy a step closer.

Implementing the IT Strategy

A range of e-Solution projects was undertaken in the first year of the IT Strategic Plan.

The first phase of the Systems Integration Project produced a model of corporate data that lays the foundation for ongoing corporate reporting requirements and future integration of systems.

An asset replacement project provided faster and more reliable access to systems through upgrading key components of the network and enhanced infrastructure to support business initiatives.

A more advanced mobile communications network was implemented to provide mobile computing devices and remote access to corporate systems for field employees. This level of access was previously unavailable and provides improved customer services through faster response to customer needs and more accurate reporting in the field.

A customer service system was implemented, providing a single system to manage customer relationships across Council for both external and internal customers.

The records management project delivered corporate-wide access to hard copy and electronic records, providing efficiencies through the improved availability of corporate information.

Integration of environment and safety risk systems

Council is leading other city businesses and retailers in the integration of environmental management initiatives into workplaces to reduce the everyday environmental impact of organisational activity.

In 1999-2000, the City of Adelaide was the first South Australian Council to integrate workplace occupational health safety welfare and environment (OHSW&E) into one strategic program.

This program covers standards of management commitment and policy, planning, implementation, measurement and evaluation, and systems review and improvement. Objectives have been developed in consultation with OHSW&E committee members.

A reduction in the number and severity of workplace injuries in 1999-2000 was achieved by standardising risk assessment and then allocating appropriate resources. This has resulted in Council receiving a substantial bonus on the levy that was paid to the Local Government Workers Compensation Scheme.



Regulatory services review

A review of Council's regulatory functions over the past 18 months resulted in three new departments being formed to enhance the service provided to both internal and external customers in the area of approvals and compliance activities, and in the administration of the regulatory function.

The new departments, Strategic, Environmental and Park Land Planning; City Development; and Regulatory Services, were created as a result of extensive consultation through workshops, working parties, group and individual feedback.

The review sought to identify and rectify gaps in policy, process or activity requirements. The key issues of the review included:

- fragmentation of processes
- areas of overlap and duplication
- public safety
- response times to requests and complaints
- standard operating procedures for each process
- consistency and accountability
- updated information, forms, guidelines and conditions
- interface between public and private areas.

The changes implemented as a result of the review are designed not only to improve efficiency but also to streamline operations so that Council is better able to respond to its burgeoning requirements of the next few years.

Asset management

Council continued to improve its practices and processes associated with managing its infrastructure assets. A condition audit of the City's public art, including statues,

monuments, memorials, plaques and sculptures, was completed. This was followed by a conservator's detailed assessment of those items exhibiting severe deterioration. A number of significant restoration projects have been included in the five-year works program. A Total Asset Management Plan for public art is also nearing completion and will be used for both short and long term planning for maintenance and restoration works to return these valuable assets to their former glory.

Human resources

In April 2000 Council's human resources and change management functions were reviewed and amalgamated into a new Human Resource Services department.

A pilot program focussing on Council's values and behaviours was successfully completed in March 2000, and these have since been integrated into all recruitment, induction and performance management processes.

Three 'Springboard' programs for women were conducted with 87 women, including 39 from other councils, participating. Council's internal Equity and Diversity Committee took another strategic look at its program and developed a new Equity and Diversity Strategy. Council's third future leaders program was held in May 2000 with ten participants.

A total of 32 people completed the nationally recognised Train Small Groups course. Completion of this course enables participants to plan, deliver and evaluate training in the workplace on an interpersonal or small group basis.

Through the Australian Quality Council, Council participated in the E-Team project, where a group of high school students (from Adelaide High School) learned and applied the tools and principles of quality and business improvement.

Six employees participated in the Institute of Municipal Management Active Learning Management Challenge on 23 March 2000, with the Council achieving second place overall.

A training program for frontline managers conducted by the Torrens Valley Institute of TAFE commenced in June 2000 and will conclude in June 2001, with 30 employees taking part. On successful completion participants will receive the nationally recognised Certificate IV in Firstline Management.

Training was conducted in dealing with drug-affected and related situations for 30 cleaning and horticulture employees who work in areas of the City where this had been identified as an intensifying issue.

The wages enterprise bargaining agreement was negotiated and agreed over a three-month period.

Internal Audit

Council's Internal Audit activities completed another successful year of independent internal audit reviews, conducted in line with a risk based audit plan. This ensures that all corporate services and activities meet high standards of integrity consistent with adequate, efficient and effective controls and procedures, Council policy and statutory requirements.

Specialist technical input was also provided through active participation on Council project working parties and reference groups, or in response to requests by management to review procedures or processes. This included the Purchasing Policy and Procedures Review, Purchase Card Pilot Program, Golf Links Tender, Consultants Tender Panel and Contract Manager System. Quarterly reports were provided to Council of the results of audit reviews and investigations.

Financial stability

A strong commitment to develop a broad range of programs, services and initiatives is clearly demonstrated in Council's 1999-2000 expenditure program.

In line with Council's five-year works program, capital expenditure in 1999-2000 reached almost \$20.6 million (including remediation), or 46.8 per cent of rate revenue, lifting to \$97.4 million the total expenditure on this program over the last six years.

The Corporation recorded a \$6.7 million operating surplus before abnormal items, reflecting effective cost control. This restricted growth in operating expenditure to \$85.6 million in spite of the implementation of a raft of new initiatives. Offsetting this expenditure was an improvement in revenue, largely as a result of commercial activities.

As a consequence, non-current, long term loan liabilities decreased from \$17.3 million to \$10.7 million, resulting in a reduction in the finance charges associated with servicing the debt, down from \$1.7 million in 1998-99 to \$1.3 million in 1999-2000. Furthermore, when compared to the \$6.2 million cost in 1992-93 (prior to restructuring borrowings), the decrease in finance charges has been substantial.

Debt servicing now accounts for only 2 per cent of total operating expenses compared with 8.2 per cent in 1992-93. Savings have facilitated increased funding for the Capital Works Program.

Total operating revenue for the year was \$92.4 million, an increase of \$5.4 million from the previous year due to improved revenue from Council's car parking and waste disposal operations, and increased rate revenue (a result of a strong property market). Despite the lift in nominal rate revenue, its contribution to the overall operating revenue declined from 42.6 per cent to 42 per cent.

For the 1999-2000 year the general rate remained unchanged at 12.3 per cent. Furthermore, the owner occupier residential rebate was held at 40 per cent and was extended to housing co-operatives. The maximum available owner occupier residential rebate was \$1000.

Council is required to publish a rating policy that indicates the relationship between Council's Corporate Plan, budget and rate structure.

A comprehensive review of all rating policies was undertaken as part of the development of the 1999-2000 budget.

The published policy is available free of charge from the Customer Centre.