New Year's Eve
North Terrace Precinct

Front Cover: Rundle Lantern
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Final print version - March 2010
A vibrant, populous and sustainable Capital City built upon Adelaide’s heritage and lifestyle”
Message from the Lord Mayor

With its history as a ‘model’ European settlement, legacy of mineral, agricultural and manufacturing wealth, and distance from other major centres, Adelaide offers an idyllic lifestyle to its small inner-city population.

The City provides a unique living environment with benefits that include walking or cycling to work, easy access to services, shopping at premier retail precincts and studying at world-class educational facilities.

However, new economic and environmental pressures demand that our City re-invent itself to sustain our present lifestyle and ensure a future for the next generation.

Pressure to reduce energy and water usage and escape our reliance on manufacturing, require a ‘critical mass’ of residents, workers, students and visitors in the City’s heart, engendering a sustainable ‘knowledge economy’ to create and sustain the City of Adelaide as a viable Capital City for South Australia.

Adelaide City Council is mindful of the challenges it faces in the leadership of the City of Adelaide. Council has developed Creating our Future, City of Adelaide Strategic Plan 2008 – 2012, outlining our goals to create a Capital City that embraces Adelaide’s heritage and lifestyle and provides a sustainable future for all South Australians.

Effective leadership is central to Adelaide City Council’s commitment to shaping our City, with strong development and projects that will serve future generations.

Michael Harbison
Lord Mayor
The City of Adelaide Strategic Plan 2008 – 2012 outlines what Council will do during its term of office to contribute to the achievement of the Vision and Outcomes sought for the City.

It identifies the Strategies to be used and the key projects that Council will deliver over a four-year period (Figure 1).

The City of Adelaide Strategic Plan 2008 – 2012 was the second phase of Council’s strategic planning process (Figure 2) and was adopted by Council in January 2009.

How the Council’s six Strategic Plan Outcomes for the City will be delivered by the Corporation is outlined in the “Initiatives”, “Key Projects and Services” and “Delivering our Future” sections.

The alignment of Creating our Future, City of Adelaide Strategic Plan 2008 – 2012 to South Australia’s Strategic Plan and The 30-Year Plan for Greater Adelaide, is presented in overview, with more detail in the Creating our Future Background Paper which can be accessed from Council’s website www.adelaidecitycouncil.com

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### Figure 1: Strategic Plan Framework

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## City context

Plans for the City, as outlined in the State Government’s *South Australia’s Strategic Plan* and *The 30 Year Plan for Greater Adelaide*, centre on accelerating the importance of Adelaide City as the hub of Greater Adelaide by:

- increasing the diversity of cultural and retail activities
- taking advantage of upgraded transport networks
- improving the attractiveness of the City to peak services such as legal, financial and educational, by creating high quality precincts
- regenerating Victoria Square/Tarndanyangga as a space to celebrate culture and identity; and
- accommodating increased residential and employment growth to support the State Government’s population target of 2 million people for South Australia by 2050.

### Figure 2: Strategic Planning Process

<table>
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<th>Aims</th>
<th>Planning Phase</th>
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| • Understand trends and reflect on past achievements  
• Widespread engagement (Council members, community, stakeholders and staff) on a range of ideas | PHASE 1  
Inclusive | **Creating our Future 2008-2030**  
Consultation draft  
Council’s and the community’s long term vision for the City and the outcomes sought.  
STATUS: Completed April 2008 |
| • Identify where we can really make a difference over the next 4 years | PHASE 2  
Strategic | **Council’s Strategic Plan 2008-2012**  
What Council will do during its term of office to achieve the vision for the City.  
Includes key projects and services that Council will deliver over a four year period.  
STATUS: Completed January 2009 |
| • Investigate future growth scenarios  
• Integrate land use planning through a 3-D spatial model | PHASE 3  
City Model | **City Model**  
3D City computer model to test future growth scenarios and policy.  
STATUS: Stage 1 completed August 2009 |
| • Guide planning across councils and generations through a long term City Plan | PHASE 4  
Long Term Strategic Plan | **Strategic Directions 2030**  
Long term future plan revised from *Creating our Future 2008 - 2030*.  
STATUS: To commence in 2010 |
Planning for our Future

Following its election in 2007, the Council developed a consultation draft of Creating our Future 2008-2030. It presented ideas for the community’s consideration, Council’s vision for the future of the City, the outcomes sought and the strategies proposed to deliver on that long term vision. This was the first phase of Council’s four phase strategic planning process and was the subject of extensive consultation in March - April 2008 (Figure 2).

Council considered the feedback from the community and adopted a revised Vision, Outcomes and Strategic Directions as the framework for its 2008-09 Business Plan and Budget.

The second phase of the strategic planning process is outlined in this document, Creating our Future, The City of Adelaide’s Strategic Plan 2008-12. It includes a summary of challenges and Council’s response to them, key projects and measures of success, how the Plan aligns to South Australia’s Strategic Plan and The 30-Year Plan for Greater Adelaide, and how it will be delivered. The Plan will inform subsequent business plans and budgets through to 2011-12. It is supported by a Background Paper which can be accessed from Council’s website www.adelaidecitycouncil.com

The third phase involved the development of a 3D interactive model of the City which will continue to be enhanced. Besides presenting a visual image of the City, the model will enable the projection of current and future growth scenarios. It will provide a stimulating means of engaging the community in discussion around the City’s future form.

The fourth phase finalises the long term vision for the City which aims to span councils and generations (2010-2030). This final phase involves revisiting the previous phases together with other Council and State plans. This phase is likely to commence in 2010.
Future qualities sought for our City

Torrens River bank
The City’s vibrancy will flow from creating diverse communities that actively participate in every aspect of City life. People who work and study in the City will live and play in the City. Residents and visitors alike will enjoy the beautiful open spaces and facilities of the Park Lands, an exciting built form which respects our heritage, shapes our future and is environmentally sustainable.

People of all ages and cultures will continue to come to the City to enjoy shopping, entertainment and socialising in cafes and other meeting places. Events and artistic activities will provide a wide range of opportunities to participate in the excitement of City life.

A strong economy will drive and support employment, education and social opportunities, new artworks and public place developments and support environmental innovation.

The City will be a magnet which attracts talent, develops skills and innovation and invests in the education of its people.

Adelaide will lead the way in addressing climate change and the conservation of energy, water and natural resources. It will be a City of walkers and cyclists. A City where public transport is highly patronised and powered by the sun and other renewable sources of energy.

The Council will vigorously pursue a vibrant Capital City that is a destination for visitors, that underpins the State’s prosperity and meets the aspirations of future generations of South Australians and those who choose to make Adelaide their home.
Our City’s priorities to 2012

Adelaide City Council’s leadership will secure an exciting future for the Capital City that will deliver benefits for all South Australians.

Sustainability will underpin our activities with Council’s Climate Change initiatives driving a 60 per cent reduction in CO\(^2\) emissions from its operations by 2012. Additional water reuse will occur in the Aquatic Centre, Council buildings and in landscaping and greening the Park Lands.

Driving residential growth is a primary leadership role for Council. Council will actively strive to achieve 1,700 overnight residents per year. A further 30,000 permanent residents can be accommodated in the City largely in the central area through developments that will also cater for social and business uses. The amenity and character of residential areas will be further protected through policy changes and incentives. More people living in the City will ensure City viability and mean increased vibrancy and reduced pressure on land, transport, water and energy in the wider Adelaide area.

Investment in affordable housing and greater density in residential developments, including Council’s own projects in Sturt Street and Whitmore Square, will promote housing choice and diverse communities within a short walk of the City’s Park Lands and Squares.

Council will celebrate and reinvigorate the City’s built heritage through incentives, advice, promotion and policy, including the local heritage listing of additional buildings, and restoration projects.

City vibrancy and cultural vitality will be bolstered by more than 800 festivals and events and sponsorship in excess of $1.1 million each year. Exciting art and public space projects will enrich the City, including North Terrace, Victoria Park/ Bakkabakkandi and Victoria Square/Tarndanyangga.

Improved traffic, parking and public transport options, the completion of the southern loop of the Park Lands Trail and the on-road cycle network, will promote leisure and green transport.

Adelaide will build as a tourist destination. New businesses will continue to be attracted to the City and supported together with hundreds more workers. Exciting enhancements to Rundle Mall and the Central Market will confirm the City as the State’s premier retail precinct. The City will continue to deliver a strong business environment that creates employment and prosperity for future generations.

With a further 3,200 students anticipated by 2012, Council will continue to promote quality student accommodation and support for education and training institutions seeking to locate or expand in the City. Adelaide will be a hub for skilled workforce development.

Safety will be further improved through lighting, CCTVs, audits, planning and a campaign to improve the management of licensed late night entertainment venues. The Council will clean, present and maintain a City that shines.

Further collaboration with the Federal and State Governments, our Local Government counterparts, businesses, key stakeholders and the wider community will be forged to ensure a positive future for Adelaide.

Council will listen to its diverse communities and actively seek their engagement in the delivery of valued projects and services.
Measuring Success

To ensure that Council is achieving the Vision and Outcomes desired for the City, it is important to track progress against targets for its key priorities, namely:

- Sustainability
- Residential Population Growth
- Heritage Conservation
- Business & Workforce Growth, and
- Major Projects (Victoria Square, Victoria Park, affordable housing)

More information on trends and relevant Council strategies and plans are presented in the *Creating our Future Background Paper*, which is available on-line at www.adelaidecitycouncil.com together with a fuller scorecard and its alignment with targets in *South Australia’s Strategic Plan* and *The 30-Year Plan for Greater Adelaide*.

The progress against individual projects and programs is reported quarterly against Council’s Business Plan, which in turn forms part of a larger Council Reporting Framework.
## Measuring Success

<table>
<thead>
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<th>Priority</th>
<th>Measure of Success</th>
<th>Alignment with South Australia’s Strategic Plan and The 30-Year Plan for Greater Adelaide</th>
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| **Sustainability** | Reduce carbon emissions from Council operations by 60% by 2012. Reduce Council's mains water use by 60% by 2012. | T3.5  Greenhouse gas emissions reduction  
T3.7  Ecological footprint  
T3.9  Sustainable Water Management  
T3.12 Renewable energy  
T3.13 Energy efficiency – government buildings |
| **Residential Population Growth** | Lead the growth in the permanent residential population by 1,300 persons per year to achieve a total permanent residential population of 25,500 by 2012. Lead the growth in the overnight residential population by 1,700 persons per year to achieve a total overnight population of 34,500 by 2012. | T1.22 Total population  
T1.23 Interstate migration  
T1.24 Overseas migration  
The 30-Year Plan Target: Net additional population of 27,300 persons |
| **Heritage Conservation** | Complete the listing of heritage buildings and associated Development Plan Amendments by 2012. |  |
| **Workforce Growth** | Increase the number of people employed in the City to 125,000 by 2012. | T1.1  Economic Growth  
T1.2  Competitive Business Climate  
T1.5  Business Investment  
T1.10 Jobs  
T4.1 Creative Industries  
T4.7 Business Innovation  
The 30-Year Plan Target: Net additional jobs of 50,000 |
| **Affordable Housing** | Deliver a total of 150 affordable housing units by 2012. | T6.7  Affordable Housing  
The 30-Year Plan Target: Net additional affordable housing dwellings of 2,250 |
| **Victoria Park Upgrade** | Complete stages 1, 2 and 3 of the Victoria Park Master Plan by 2012 including landscaping, path network, playgrounds, sports fields and facilities. | T1.21 Strategic Infrastructure (economic and social infrastructure)  
T2.3 Sport & recreation  
T2.4 Healthy South Australians |
| **Victoria Square Upgrade** | Complete planning and design for the upgrade of Victoria Square and commence Stage 1 works by 2012. | T1.21 Strategic Infrastructure (economic and social infrastructure) |
New City Initiatives

City Wide
- 1,700 more overnight residents each year
- 3,200 new students by 2012
- Delivery of an on-road bicycle network and parking by 2010 in accord with the Bicycle Action Plan 2008-2011
- The installation of two more free City Bikes nodes
- Implementation of the Carbon Neutral Council Action Plan 2008-2012 to deliver energy efficiency, green power and two new solar projects with the aim of reducing carbon emissions by 60% by 2012
- Implementation of the new Adelaide Park Lands Management Strategy which includes State and Council managed lands
- Implementation of Environment and Climate Change projects including shade and cooling, flood mitigation, and energy, water and natural resource conservation
- Delivery of a 3D City model of the City
- A Reconciliation Committee and action plan which advances Aboriginal and Torres Strait Islander initiatives

Residents
- Grants for City residents for rainwater tanks, water reuse schemes and solar panels
- Approximately $11 million on footpaths and roads by 2012
- Delivery of affordable housing projects to increase social mix in the City
- Support for City living including lighting, cleansing, safety, waste and compliance services

Businesses, Workers and Visitors
- Assistance for commercial building owners and tenants to reduce waste, energy and water use
- Delivery of a transport strategy which includes public transport, private vehicles, walking and cycling, traffic and parking
- Implementation of a joint Tourism Action Plan, developed in partnership with the South Australian Tourism Commission
New City Initiatives

1. Redevelopment of the Adelaide Aquatic Centre including water reuse and a cogeneration plant.
2. Actions that improve Torrens River water quality.
3. Development of a master plan for the City’s North West in anticipation of the proposed Marjorie Jackson Nelson Hospital.
4. Victoria Square redevelopment (subject to partnership funding).
5. Sturt Street residential land development providing retail space, car parking and 184 dwellings (with 40 per cent affordable dwellings).
6. Upgrade of the Central Market and greening initiatives that reduce waste and energy usage.
7. Delivery of two new major solar panel installations on the Rundle U Park and Central Market.
8. Additional listings of heritage buildings in the City’s Development Plan.
9. Delivery of Stage 3 of the North Terrace upgrade (Kintore Avenue to King William Street).
10. Design and delivery of projects to revitalise key City laneways.
11. Delivery of the Victoria Park/Bakkabakkandi Master Plan, including landscaping, biodiversity, wetland and aquifer recharge projects, recreation and sport facilities, restoration of the heritage grandstand, kiosks and interpretative centre and community events.

Completed on-road bike lanes (as at the end of 2008/09)
Future on-road bike lanes (completed by June 2010)
Completed off-street paths in Park Lands
Core area for workforce, student and visitor growth whilst conserving built heritage
Residential areas with priority for conservation of character
Continuing City Initiatives

City Wide

- Road, footpath, lighting, and surveillance improvements for a safe and accessible City
- Funding for major events like New Year’s Eve and Australia Day
- Provision and maintenance of exciting and innovative public art
- Sustainable transport options for Council vehicles including electric scooters and the electric bus – Tindo
  - Implementation of plans to enhance the Park Lands together with horticulture services throughout the City
  - Disability access improvements

Residents

- Cleaning and maintenance services to ensure the City is well presented
- Libraries and Community Centres
  - A residential waste service that separates general rubbish from recycling, green waste and kitchen waste
  - Heritage advice and incentives that reinvigorate and protect the character of the City
- Grants for recreation, the arts, community programs, noise reduction, heritage restoration, native gardens and sponsorships for events
  - Support for City residents to access a shared car scheme

Businesses, Workers and Visitors

- Business support for relocation and expansion within the City and small business advice from Enterprise Adelaide
- Car parking, loading and taxi zones that provide access to the City
- Historic business recognition through plaques and publications
  - Support for the City’s Precinct Groups

Students

- Services that support student accommodation providers and educational and training institutions to locate or expand within the City
- The provision of support and activities for regional students
- Support for Education Adelaide
Continuing City Initiatives

1. Balfours residential development – providing 1,300 new dwellings.
2. Completion of stage 2 of the Grote Street upgrade.
3. Whitmore Square eco housing – delivering 26 dwellings.
4. Using treated recycled water from the Glenelg to Adelaide pipeline to water the Park Lands and for reuse in City buildings.
5. Rundle Mall Subsidiary & Master Plan to manage the operation and development of Rundle Mall.
7. Heritage restoration of the historic Beresford Arms Hotel.
8. Completion of the southern ring route of the Park Lands Trail and integration with the new and existing bicycle network.
The City’s priorities have been established by Council through an analysis of the opportunities and challenges that face the City and with the benefit of community views expressed during consultation in March-April 2008.

Six Outcomes desired for the future of the City have been adopted to guide strategy development and the identification of key projects and services. They are outlined in this section.

One of the significant challenges faced by Council is ensuring sustainable funding for key projects and services given population growth, ongoing and increased service expectations and major projects that underscore its Capital City status.

Delivering our future forms the focus of the Corporation’s Plan.
### Strategic Directions

- Increase resident population density and activity in the central City.
- Promote housing choice.

### Strategies

- Continue to attract and accommodate more residents in the City through housing projects, legislative and policy reforms, promotion and incentives.
- Broaden housing options through strategic housing projects, development policy and guidelines.
- Protect and enhance the quality of life of City residents.

### Key Projects and Services

- Development of a 3D City model to test and display current and future growth scenarios and to assess new developments.
- Policy and strategic property projects delivering residential and commercial developments in targeted locations including:
  - Whitmore Square eco housing project with 26 dwellings
  - Sturt Street Residential Development project incorporating retail space, 184 dwellings, with 40 per cent as affordable dwellings, and car parking.
- Balfours residential development providing 1,300 new dwellings.
- Residential growth support program which includes affordable housing support, advocating for legislative change, promoting the advantages of City living and management programs for mixed use areas.
- Services that assist student accommodation providers to locate, expand or remain within the City.
- Development policy, guides and assessment that supports City living.
- Development by the Capital City Committee of a master plan for the City's North West in anticipation of the proposed new Royal Adelaide Hospital, Council's plans and infrastructure program.
Challenges

- Continuing past progress in attracting and supporting residents and students to the City.
- Challenging residential housing stereotypes.
- Increasing the range of housing types and sizes to accommodate social, income and age mix, decreasing household size and an aging population.

City of Adelaide forecast population and average household size, 2006 to 2031

Forecast year (ending June 30)

Source: Forecast.ID
Outcome 2

Unique Heritage, Park Lands and City Design

• An outstanding City of distinctive character and exciting design.
• A Capital City that is proud and protective of its heritage and historic character buildings.
• Excellence and innovation are hallmarks of contemporary City infrastructure, artworks, buildings and the public realm.
• Vibrant City streets and public spaces.
• Accessible Park Lands that are treasured by all for their outstanding design, outdoor activities and diverse landscapes.
• A sparkling City with clean streets and public places that are well presented and maintained.

Strategic Directions

• Protect, celebrate and reinvigorate Adelaide’s historic buildings, character and layout.
• Promote high quality design and construction in public and private developments.
• Activate the City’s Park Lands and Squares.
• Enliven City spaces and streets.
• Clean, present and maintain the City to an exemplary standard.

Strategies

• Deliver a blueprint for the City’s future form, function and character.
• Activate the City’s valuable built heritage through innovative re-use, policy, incentives and promotion.
• Ensure quality built form through policy, design guidelines, assessment and delivery processes.
• Deliver exciting City design and developments through master planning, strategic projects, public realm upgrades, art and lighting.
• Revitalise the Park Lands through the implementation of innovative plans, inspiring landscaping, supporting facilities, quality maintenance and securing community commitment.
• Ensure the public realm is clean, well presented and maintained.
• Activate the Torrens precinct, laneways and public spaces through activities and facilities that encourage visitation and appreciation.

Key Projects and Services

• Development of a blueprint for the City’s future.
• Completion of the southern ring route of the Park Lands Trail and its connection to the City’s cycle network.
• Development of a new Adelaide Park Lands Management Strategy that includes Council and State managed lands and its programmed implementation.
• Redevelopment of Victoria Park as a people’s park with restoration of the heritage grandstand.
• Victoria Square upgrade, with joint State funding, to deliver a premium public space.
• Grote Street redevelopment.
• Continuation of the redevelopment of the North Terrace cultural boulevard, subject to joint State funding.
• Undergrounding of powerlines in the City, especially in residential areas.
• Promotion of heritage buildings and their re-use through Development Plan listings, heritage incentives, advice and plaques.
• Restoration of the old Beresford Arms Hotel.
• History tours of the City during history week.
• Activation of laneways through Council and private initiatives.
• Increased focus on City design and master planning.
• Development of design guides and community land management plans for the City and Park Lands and Squares.
• City wide cleaning and maintenance of public places.
• Horticulture services for the City’s public spaces include landscaping, trimming and maintenance.
• Support for the Adelaide Park Lands Authority which advises Council and the State Government.
Challenges

- Encouraging the restoration and re-use of heritage buildings in the City while facilitating future population increases and economic activity.
- Securing funding for significant public realm projects such as North Terrace, Victoria Park/Bakkabakkandi and Victoria Square/Tarndanyangga.
- Managing and funding the enhancement of the City’s 760 hectares of Park Lands in a way that promotes community appreciation of their value.
- Continuing to enhance the vibrancy of the City’s streets and laneways with increased funding competition for major public realm projects.
Outcome 3
Accessible and Connected Capital City

- An accessible City with sustainable transport.
- Advanced telecommunication services.
- A walkable City.
- A cycling City.
- An efficient public transport system.

Strategic Directions

- Ensure good transport and telecommunications connections within and beyond the City.
- Ensure transport modes meet the needs of visitors, commuters, residents and businesses while reducing greenhouse gas emissions.

Strategies

- Advance telecommunications and information technologies within the City through expanding networks, range and capacity.
- Ensure accessible transport systems both into and within the City through traffic and parking management, public transport, pedestrian infrastructure and cycling networks.
- Ensure easier access by disabled and aged City users.
- Deliver green transport options.

Key Projects and Services

- Development of a strategy for all forms of transport into and within the City, including public transport, private vehicles, pedestrian and cycling, together with traffic and parking reviews.
- Provision and facilitation of green transport options.
- Support for car-less City residents to access shared car schemes.
- Work with the State Government to achieve integrated transport services in the City, including reviews of:
  - Bus and passenger activity in Currie/Grenfell to reduce congestion and time delays
  - The funding and integration of the free Adelaide Connector Bus Service
  - Future extensions of the tram.
- Roll-out of the bicycle lane network and bike parking in accord with the Bicycle Action Plan 2008-2011.
- Delivery of two more free City Bikes nodes.
- Completion of the southern ring route of the Park Lands Trail and its connection to the City’s cycle network.
- Disability access improvements.
- U Park parking stations that promote access to city services, businesses, retail and employment.
- Sustainable transport promotions like ‘Ride to Work Day’ and ‘Walk to Work Day’; Tindo the solar electric bus and electric scooters.
**Challenges**

- Balancing priorities on our roads between public transport, bicycles and private vehicles, between business, commuting, parking and pedestrian needs.
- Using sustainable transport while supporting population and economic growth objectives.
- Capitalising on being able to walk and cycle to work or study in the City.
- Accessing competitive communications which are fast and provide good coverage.

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**Journey to work by single mode - numbers**

![Graph showing journey to work by single mode from 1996 to 2006](image)

Outcome 4
Culturally Vibrant City

- The State’s hub for creativity, recreation, cultural and artistic activity and exciting events.
- People of all ages, cultures and means form strong communities in a safe City.
- A Council that effectively engages with its communities and stakeholders.

Strategic Directions
- Foster creativity, recreation, cultural and artistic activities and events.
- Promote participation, volunteering and strong community life.
- Create a safer City.
- Effectively engage and communicate with communities.

Strategies
- Provide opportunities for the community to contribute to the social, recreational and creative life of the City through events, activities, arts and cultural initiatives and recreation and sport programs.
- Support a range of conferences, events and activities in the City.
- Increase participation in City life through community facilities and services.
- Further improve safety in the City through lighting, design, surveillance, planning and partnerships.
- Engage disabled, aged and Aboriginal and Torres Strait Islander, youth and varied cultures in the life of the City through events and programs.
- Engage communities and stakeholders in the decisions and activities of Council.

Key Projects and Services
- Delivery of the Rundle Lantern artistic light installation and new displays.
- Funding major events such as New Year’s Eve and Australia Day celebrations.
- Upgrading the Adelaide Aquatic Centre and its maintenance.
- Provision of grants for arts, culture, recreation and sport.
- Sponsorship, events and celebrations of diverse cultures, including Aboriginal and Torres Strait Islander cultures.
- Event management and infrastructure to support events in the City.
- Promotion of the City and its attractions and events.
- Provision and maintenance of public art at strategic sites.
- Implementation of the Tourism Action Plan with the South Australian Tourism Commission.
- Grants for residents for rainwater tanks, water re use schemes, solar panels, noise reduction and heritage restoration.
- Regional students’ information networks and support activities to orient and welcome them to Adelaide.
- Lighting and City safety projects, including public realm safety audits and action plans.
- Support for a reconciliation committee, precinct and community groups that deliver neighbourhood, community and social initiatives.
- Library, volunteer and community services.
- Community and stakeholder engagement with Council on initiatives.

Proportional age distribution 2001 and 2006

(Data source: ABS, Usual Residence Profile 2001 Table U04 and Basic Community Profile 2006 Table B04)
**Challenges**

- Strengthening the City as the preferred destination for a broad range of events, recreation and socialising with increased competition both locally and interstate.
- Attracting a broad range of creative artists to work, perform and exhibit in the City.
- Achieving a sense of belonging and participation in community life amongst the diverse age and cultural groups living in the City.
- Meeting the housing, service, health and recreation needs of our population as it ages.
- Continuing to improve safety in the City.
Outcome 5
Economically Prosperous City

- A vibrant Capital City that supports the State’s prosperity.
- A prosperous Capital City which is the State hub for retailing, business services, education and entertainment.
- A strong business environment which provides employment, attracts talent and investment and develops skills and innovation.
- A City that has taken its place in the international economy.

Strategic Directions

- Promote conditions for employment and economic prosperity.
- Support education and training providers.
- Enhance tourism opportunities and experiences.

Strategies

- Strengthen City tourism, visitor growth and retail through key precincts, easy access, events and attractions, quality public spaces, signage and promotion.
- Support investment, economic development and employment in the City through business advisory services, location advice and the timely processing of approvals.
- Support the attraction, growth and retention of education organisations through providing advice and assistance.
- Support the attraction, growth and retention of businesses, government and not-for-profit agencies through providing advice and assistance.

Key Projects and Services

- The Rundle Mall Master Plan and Subsidiary to manage the development of Rundle Mall.
- Central Market upgrades, greening and co-ordination.
- Financial and management support for Enterprise Adelaide which provides an advisory service for City-based small businesses.
- Services for businesses to assist them to relocate to, expand or remain in the City.
- An economic development strategy with actions to support retail and commercial activities, skilled worker retention and to maximise the benefits to the City of the expansion in the defence and mining sectors.
- Implementation of the Tourism Action Plan, with the South Australian Tourism Commission, to increase the number of visitors to Adelaide and their enjoyment of the City as a destination in its own right and as a gateway to other attractions.
- Financial support and membership of Education Adelaide; a partnership between Council, DFEEST and the Universities that supports the development of Adelaide as an education city.
- Workforce, student and economic growth projections and action plans.
- Greening commercial buildings through programs that assist businesses to reduce waste, energy and water use.
Challenges

- Strengthening Adelaide as a tourist destination given its comparatively low levels of interstate and international visitors.
- Attracting and retaining a skilled workforce, including South Australia's youth, given significant national and international competition, an aging population and relatively low productivity and educational attainment.
- Attracting and expanding businesses and office space in a slowing economy.
- Growing the City's retail share in the face of competition from regional centres and an economic downturn.
- Capitalising on the opportunities associated with growth in mining, defence and other industries.
- Continuing to attract students and educational institutions to Adelaide given increased national and international competition and the shortage of student accommodation.

Total Overnight Interstate Visits to Australia's Capital Cities and Share of Demand for Each City

Outcome 6
Environmentally Sustainable City

- The City’s ecological systems and habitats thrive and enrich the City.
- Climate change is addressed and water, energy and natural resources are conserved.
- People in the City use fewer resources and generate less greenhouse gases.
- A City that continues to adapt to climate change and has transitioned from oil dependency.

Strategic Directions
- Pursue environmental sustainability.
- Address climate change.
- Enhance water quality, ecological systems and biodiversity in the City.

Strategies
- Transform the environmental performance of Council’s operations by reducing waste, energy and water use and by pursuing carbon neutrality.
- Reduce the City’s carbon emissions, water use and waste through projects with businesses, residents and organisations.
- Publicise the environmental benefits of City living, including reduced energy and water use, land and transport requirements.
- Advance biodiversity and ecological outcomes through conservation of remnant habitats, habitat restoration and by encouraging community participation and interaction.
- Transform the quality of stormwater and the River Torrens by managing flows and treatment.
- Mitigate and adapt to the effects of climate change through assessing risks and developing and implementing response plans.
- Establish plantings in the City for shade and cooling.
- Promote stormwater recycling and grey water reuse.

Key Projects and Services
- Climate change action projects to deliver energy efficiency, green and solar power as part of Council’s target to reduce CO₂ emissions by 60% by 2012.
- Two major new solar panel installations on Rundle Lantern and the Central Market.
- Climate change risk response plans including plantings for shade and cooling, provision for flooding and water conservation and reuse.
- Implementing Council’s Environmental Sustainability Strategy.
- Environmental grants to residents and community groups to encourage significant water reuse, solar power and biodiversity outcomes.
- Using the Glenelg-Adelaide Pipeline to transport treated recycled water to irrigate the Park Lands and for reuse in City buildings.
- Torrens River and Lake water quality improvements.
- Wetland and aquifer recharge projects that provide biodiversity, water quality and re-use benefits.
- Residential waste bin system that separates general rubbish, recycling, kitchen waste and green waste.
- Greening theCentral Market through waste and energy reduction projects.
- Greening commercial buildings through planning requirements and programs that assist businesses to reduce waste and energy and water use.
- Waste and recycling collection services, including public spaces.
- Residential hazardous waste collections, in partnership with the Environment Protection Authority.
- Horticulture services that deliver water saving landscaping, biodiversity outcomes, maintenance and succession plantings for street trees and the Park Lands.
**Challenges**

- Expanding the City’s population and economic competitiveness while improving environmental outcomes and reducing the City’s relative contribution to carbon emissions.
- Conserving water and energy to address drought, peak oil, population growth and climate change.
- Maintaining quality City Squares and Park Lands while managing water use.
- Improving water quality in the Torrens Lake with potentially reduced future flows.
- Increasing use of the Park Lands while avoiding species reduction and loss.
- Boosting recycling rates for residents and businesses and reducing the volume of waste going to landfill.
- Shading the City with drought tolerant trees to address increasing temperatures.

City of Adelaide
Community Greenhouse Gas Emissions 2006/07
(Total - 1,720,780 tonnes)

Source: Cities for Climate Protection.
Community Greenhouse Gas Emissions Inventory.
Delivering our future
Message from the CEO

As the City of Adelaide Strategic Plan 2008 - 2012 is rolled out, Council must be confident that the Corporation can deliver on the Council’s agenda. Delivering our Future 2009-2012 is the Corporation’s Plan to make it happen. It identifies what we need to do to position the Corporation as a successful and effective implementer of the Council’s priorities.

Delivering our Future is about creating an organisation with the culture and capability to deliver for Council and for the people of Adelaide whether residents, business owners, workers, students, visitors and all who have a stake in our City’s future.

This calls for a modern, outward looking organisation that is genuinely responsive to the changing needs of people, business and communities. It means building an organisation that looks to the future and one that also delivers for today.

Modernising our Corporation is the pathway that will ensure our shared vision for the City of Adelaide is turned into reality on the ground. In the way it conducts business, provides services, develops its people and supports good governance, the Corporation must reflect the Council’s position and enable the Council’s Vision. As the governing body of the City of Adelaide, Council needs to be strongly supported by its administrative arm, the Corporation, if the objectives of the Strategic Plan are to be realised.

Delivering our Future is the platform that underpins the City of Adelaide Strategic Plan 2008-12 and other key documents such as the Council’s Annual Business Plan and Budget.

The Corporation we want to be is an organisation that reflects the best of the old as well as the new. In some cases this will mean transforming the way we do things and embedding new approaches and initiatives through workplace cultural change. But we must never lose sight of our core purpose and always remain accountable to those we serve. Efficient and effective use of resources, service to the community and openness and transparency in our dealings continue to be our strong foundation and drive our business.
CREATING OUR FUTURE
City of Adelaide Strategic Plan 2008-12
A vibrant, populous and sustainable Capital City built upon Adelaide’s heritage and lifestyle

Council’s Annual Business Plan & Budget
Long-term financial and asset management plans, annual audit and risk management plans

DELIVERING OUR FUTURE
The Corporation’s Plan 2009-12
The platform for success: building organisational capability and culture to deliver

Deliver for Council
Deliver for the people we serve
Deliver for our partners
Deliver for our people
Deliver for the Corporation
Key Result Areas

Delivering our Future defines 5 areas we must get right if we are to take the Corporation to the next level of effectiveness. The proficiency and professionalism of our staff and our commitment to the importance and the urgency of the task gears us for success.

1. Deliver for Council

We will be an exemplar, contemporary local government administration that supports Council in effective and accountable governance for the City of Adelaide.

Under our common purpose, roles and responsibilities are clear, best value is achieved and responsive community leadership takes our City forward.

2. Deliver for the people we serve

We will provide services that people value and that deliver results.

Our services offer choice to people and business, are delivered in the way people want and meet the needs of all who are part of our City’s life. We work with our community to keep our services responsive and to shape our City’s future together.

3. Deliver for our partners

We will be easy to do business with and build relationships that bring new opportunities.

We are a trusted partner of choice because we offer skills, knowledge and a focus on delivery. Our knowledge of the City of Adelaide is extensive and unique. We use it to influence partnerships for public good.

4. Deliver for our people

We will build a diverse and collaborative organisation that acts as one team in delivering real results for Council and for our community. It has the right skills to get the job done now and a readiness for the future.

Our people know where they are heading, they are encouraged to achieve and contribute and there are opportunities to succeed. Our organisation is enriched by the diversity of our workforce which reflects the diversity of the people we serve.

5. Deliver for the Corporation

We will create a modern, sustainable organisation that is flexible and forward looking but also remains true to our public service values and ethos.

Our business viability is secured now and for the longer term, practices that inhibit innovation and impede working across boundaries are eliminated and individuals take responsibility for always finding ways of working better. We are diligent in discharging our stewardship of the community’s assets and of the environment.

Detailed strategies and actions to achieve against the above key result areas are included in Delivering our Future.
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