

City Life - Adelaide

A Social Development Strategy to Foster Vibrant,
Healthy and Harmonious City Communities

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Introduction

"The City of Adelaide, as the Capital City of South Australia, will be a vibrant and populous central place for work, study, leisure and living invigorating the cultural, commercial, educational and community life of the State."

This is Council's vision, as stated in the Strategic Management Plan, and together with the primary strategy and guiding principles, articulates a desired future and the way in which this will be achieved.

Increasing the number and mix of people in the City centre to an optimum level to sustain activity and vitality is essential to achieving the vision. Additional residents, workers, students and visitors will make a wider range of services, facilities and attractions viable. This will create a more vibrant City with a stronger community and cultural life and a more robust, innovative economy.

The Council's primary strategy therefore is to:

"Increase the number of people living, visiting, working and learning in the City to an optimum sustainable level."

This relates directly to the target in the South Australian Strategic Plan to increase the state's population to 2 million by 2050

Increasing the number of people in the City has its own challenges. While adding to excitement and vibrancy, effort is required to foster harmony in areas experiencing significant growth and where different types of development are located in one place. Planning is also required to keep pace with the growing and changing demands for services, facilities and infrastructure which a growing population will need.

Attracting a diverse population implies people may have different aspirations and expectations. This requires a strategic approach to working with stakeholders and communities in developing community connectedness and ensuring social inclusion.

To create the conditions for sustainable activity and quality of life the Council will be guided by the principles that the City must be:

- **Culturally Vibrant** – recognising indigenous, migrant and other contemporary Australian cultures. Generating cultural and artistic activity, creativity and diversity to enrich the life of the City and bring vitality to its public spaces;
- **Socially Just** – providing opportunities for people of different backgrounds, ages and abilities to live, work, learn and enjoy leisure in the City;
- **Environmentally Sustainable** – meeting the needs of the present without compromising the needs of future generations in development of the City's built form, management of its Park Lands and public spaces and in the management of activities that consume non-renewable natural resources;
- **Economically Viable** – fostering conditions that support sustainable economic activity.
- **Outward Looking** – responsive to the community, other Councils, the State and wider ideas and influences. Communicating and celebrating the things we do well.

Agencies, businesses, residents, visitors, workers and students from diverse backgrounds, through a series of consultations and forums, have contributed to the development of the actions and outcomes which appear in this Strategy.

The Strategy supports Council's Residential, Student, draft Visitor and Workforce Growth Plans by providing a focus on the quality of the social environment and the provision of the services, activities and facilities that are required to attract and retain people in the City. It also intersects with other Council policies and strategies where consideration of the social environment occurs.

Contributing to the City's future and population growth, this Strategy answers key questions:

- What kind of communities do we want?
- Who will come to the City and what will they need?
- How can different groups use the City in a harmonious way?

It provides a consistent policy platform for:

- Defining Council's roles in providing the social environment which will support, attract and retain a diverse mix of people;
- Developing approaches which seek to promote community cohesion and build positive relationships within the City's communities;
- Outlining Council's relationships with State Government, non-Government agencies and various community groups as they pertain to social development.

To this end the Strategy gives a consistent base for the development, implementation and review of significant Council social policies and action plans including those related to safety, recreation and sport, young people, older people, people with disabilities, people of varying cultural backgrounds and homeless people amongst others.

Key social profile issues in the City

The Strategy seeks to respond to critical social issues affecting the City. The following description outlines some of the key social issues and trends in resident, worker, student and visitor populations in the City. This should be considered alongside the challenges and qualities sought for the City by the year 2010 which appear in the detailed discussion on each of the Goals later in this Strategy.

Resident Populations

According to the Australian Bureau of Statistics, the City is home to just over 14,700 permanent¹ residents with a high proportion of young adults under 35 and an increasing number of older over 50 'empty nester/baby boomers' reflecting the general ageing of the population. In contrast, the City is home to relatively few families with children and teenagers.

Common to many capital city areas, the City has extremes of household income – both very poor and very wealthy with a slight increase of the medium income group since last Census. Also consistent with other Capital City areas the City has a relatively high number of homeless people.

In general terms, when compared to metropolitan Adelaide, the City's residents are more likely to be tertiary educated; in professional, management and administrator occupation groupings; be lone person households or couples without children; and be in private rental housing tenure with a low proportion of home ownership and purchasing.

The City has significantly higher densities than the metropolitan area as a whole, with related close proximity issues. This relatively small resident population shares the City with very high daily incoming populations of workers, visitors and students who may have different and competing interests and needs.

As the City's residential population increases, it is anticipated that more older people will come to live in the City along with growing numbers of students, particularly those from overseas.

¹ Adelaide City Council, *Quarterly Progress Report*

Council's Residential Growth Plan² seeks to influence the residential make up of the City and contribute a mixed residential population. The Plan contains an action which states that Council will seek to extend access to City housing opportunities and maintain a diverse social mix within the resident population. This includes ensuring a minimum of 15% affordable housing, preferred mix of housing types in residential developments on Council strategic sites and targeting of Council programs and marketing to help achieve preferred mix.

In addition the Growth Plan states that Council will seek a substantially increased allocation of public housing funds to City projects and support State Government social housing projects in the City.

These actions have social implications and will require consideration of likely locations for such housing and integration of new residents with existing communities.

Visitor Populations

Visitors come from a variety of backgrounds and visit the City for a variety of purposes. Visitors take advantage of the City's Park Lands and various services or the many shopping, leisure, and personal businesses. They may be workers or students who come daily and shop in the City at lunchtime or linger after hours to socialise in cafés, restaurants, nightclubs and bars. They are tourists who visit from interstate or overseas. They are families who attend annual events or visit the cultural institutions.

Metropolitan Adelaide is the largest source of City visitation with 84% of visitors being residents of metropolitan Adelaide. Further, the majority of metropolitan visitors come from the 10km area around the City. Significantly, people aged 15-24 years account for approximately one third of those in the City on a given day; half are younger than 35 years. Young people tend to be fairly frequent visitors to the City, with 45% visiting the City at least weekly. The main reasons for young people being in the City is for study or shopping with a significant number also socialising and frequenting cafes whilst there.

Council's draft Visitor Growth Plan identified three main visitor segments to target for increased visitation:

Shopping Admirers:

- High proportion of females that are middle-aged
- Use of the City is very retail-focussed
- Feel that City shops are unique, provide a great range and are the best stores in Adelaide
- Tend to visit the City at least every couple of months
- High potential to increase visitation frequency and retail spend in the City

Diners and Drinkers:

- High proportion of 18-34 year olds in couple or single households with no children
- Likely to be in paid employment or study and to reside in the inner 10km area of the City
- Feel the City has the best nightlife, pubs and clubs and is the best place to celebrate
- The majority visit the City at least monthly and are attracted to Rundle Mall, Rundle Street and North Terrace
- Frequent retail shoppers and socialisers

Family Loving:

- High proportion of 35-53 year olds in family households
- Personal income tends to be over \$50,000 per year and most are in paid employment

² Adelaide City Council, *Residential Growth Plan 2004 – 2010*, 2004

- Very positive attitudes to the City and consider it a great destination for family outings and a range of entertainment options
- Relatively high frequency of visiting the City - especially Rundle Mall and North Terrace

The draft Visitor Growth Plan identifies the need to create a 'safe and welcoming City' as an essential element in meeting the challenge of increasing the number of visitors to the City.

Student populations

Council's Student Growth Plan confirms that student numbers continue to grow steadily in the City. The share of population attending various educational institutions in the City shows that, in 2004, there were nearly 30,000 students enrolled in universities, over 21,000 in TAFE or other Vocational Education Training (VET) providers, and over 6,700 in schools. In addition to these formally recognised courses the City there are also over 22,000 enrolments in 'non-recognised' institutions.³

This indicates that, while the City's resident population is relatively low with few families with children, there are significant numbers of school aged children and teenagers attending City schools. Research also shows that demand for school places in the City is increasing.

South Australia's international student sector continues to grow at more than twice the national average (albeit from a low base). As at July 2005 South Australia had a total of 16,237 enrolments which represents a 15.6% increase over 2004 compared to 6.6% national average increase. Furthermore, market share has increased from 4.75% in 2004 to 5.3% in the period January to June 2005. Of all international students, 10,125 study in the City.

It is reasonable to expect that student numbers will continue to grow strongly in the medium term because of:

- sustained and targeted promotion of Adelaide in key markets through Education Adelaide;
- the work of individual Universities;
- Carnegie Mellon campuses in the City from 2006;
- the possible relocation or expansion of other institutions.

Workforce population

Council's Workforce Growth Plan⁴ shows that demographic trends will impact significantly on the composition of the State's and the City's workforce. One third of the workforce will be approaching retirement within 10 years shrinking the working population beyond 2011 as baby boomers leave the workforce. This will create a fundamental shift in how the labour market operates, from one in which there is a large pool of available workers, to one where the challenge is ensuring that there are sufficient workers with the right skills to take up the jobs available⁵.

This means that efforts will be made to understand locational decision making by organisations which may be attracted to the City. Research indicates that some of the key determinants of organisations choosing a location are based on quality of life issues such as crime rates, healthcare facilities, schools and universities as well as culture and recreation⁶. The City can offer an ever improving cultural, educational and entertainment experience which results in a diverse and stimulating worker environment.

In a similar vein the Workforce Growth Plan refers to the work of noted economist Richard Florida who outlines a prescription for successful regional strategies which includes:

- Make quality of place a central feature of economic development strategies.

³ Adelaide City Council, *Student Growth Plan 2005- 2010*, 2005

⁴ Adelaide City Council, *Workforce Growth Plan 2005 – 2010*, 2005

⁵ Training and Skills Commission, 2004, *Population Ageing and Workforce Supply*,

⁶ KPMG, 2004, *Competitive Alternatives Study*, www.southaustralia.biz

- Integrate amenities and natural assets into all aspects of regional economic development, talent attraction, and marketing efforts.
- Invest in outdoor, recreational and lifestyle amenities as a component of regional economic development and talent attraction efforts.
- Develop a comprehensive amenity strategy for university districts and integrate them into economic development strategies.
- Encourage urban consolidation.
- Create mechanisms for harnessing the knowledge and ideas of all citizens at the neighbourhood, local, and regional levels for improving the quality of place around the environment and amenities.

Understanding the trends and issues for residents, visitors, students and workers and developing appropriate social responses is important for Council. This Strategy seeks to clarify Council's role to support the development of a rich and diverse environment which assists in addressing these trends and issues.

Council's Role

The Local Government Act (1999) requires Council to respond in various ways to the social needs of its communities, such as to:

- be "responsive to the needs, interests and aspirations of individuals and groups within the community;"
- give due weight "to regional, State and national objectives and strategies concerning the economic, social, physical and environmental development and management of the community;"
- provide services, facilities and programs "that are adequate and appropriate;" and
- seek to ensure equitable access to these while coordinating with State and national governments.

The Act enables Local Government capacities for:

- provision "for the welfare, well-being and interests of its community"
- local and regional area planning;
- provision that benefit its ratepayers, residents, and visitors of :
 - ⇒ physical infrastructure
 - ⇒ health, welfare or community services and facilities
 - ⇒ cultural or recreational services and facilities;
- establishing/supporting organisations or programs that benefit people in its area.

In meeting the Act's requirements, Council undertakes a range of roles. Generally Council is not the direct provider or owner of services and facilities which build the social fabric of the City but has a number of other roles.

In November 2005 Council adopted a set of strategic financial parameters which include a commitment to consider and determine Council's role in any particular project or program prior to making a funding commitment. While these roles outline council's functions in terms of funding arrangements they also provide a sound basis for Council's broader roles in social development.

The roles previously adopted by Council (owner, part-funder, enabler and none) are described below, along with a role as planner which assists in making assessments on community need:

- **Owner** – Council is the **service provider** and either sole funder or part funder of activity. Council controls the benefits and manages the costs.

- **Planner** – Provide **leadership** in setting directions in partnership with the State Government and the community. Identifying social trends and possible responses through **research and community engagement**.
- **Part Funder** – Contribute funds and/or resources as one member of a number of financial contributors. This will often be in conjunction with State Government where distinct, but complimentary, roles for the two spheres of government have been identified.

Council may provide 'start up' funds to assist service establishment and consolidation, support services for a limited time to assist 'one off' pilot projects that test a particular service or act as a catalyst for sustainable service development.

Some critical service organisations and activities may require ongoing support as the nature of their activity means that they are unable to achieve self sustaining funding, however, generally Council will not provide long term funding for services provided by others.

- **Enabler** – **Facilitate** action by bringing together relevant agencies and people to resolve issues. **Advocate** for action which has been identified as being important to the community but outside of Council's control. **Regulate** to ensure action (e.g. compliance with the Disability Discrimination Act in development assessment). Bring parties together to pursue a matter where there is a shared interest.
- **None** – no role for Council.

Council needs to assess if it is the agency 'best placed' to be a part-funder or owner of a service. Individual assessments will need to be made on a service by service basis against a range of considerations including:

- Demonstrated community need.
- Fits with Council's Strategic Management Plan either explicitly or implicitly.
- Council having an acknowledged level of responsibility based on a legislative and/ or regulatory mandate and clear expectations from the community that Council will provide the service.
- Return on level of investment both financial and human. Does the outcome justify the level of resources required to fulfil the service requirements?
- The significance of the failure of the private market and/or other spheres of government to deliver this service.

(A diagram appears as Appendix Two and provides a flowchart method by which Council can assess its role for any given program or project.)

The Strategy

This section details Council's responses to the social imperative for the City which supports Council's Strategic Management Plan and Growth Plans. It outlines the outcomes of community consultation; provides a map which is a reference for the social changes and impacts in local communities in the City; and details the critical elements, broad goals of the Strategy along with the challenges, outcomes and actions required to achieve the goals.

Community Consultation

"Adelaide is a great City and should build on its strong networks to make it more active and vibrant – a City which everyone wants to come to." (Workshop participant)

Extensive consultation has provided a view as to the nature of the City today and, in line with Council's vision, detail of a desired social future.

Today the City is a social place – a place for interaction and exchange. In Adelaide people live, shop, raise families, meet friends, study, conduct business, seek services and support, find quiet private spaces, work, are entertained and have fun. This activity and interaction creates interest and generates ideas and opportunities by bringing different people together in a central place.

With its wide streets, Park Lands, lanes, heritage buildings, and attractive boulevards, the City's physical characteristics lend themselves to social interaction and exchange.

Adelaide has a proud history of social reform and innovation. The City is characterised by its social networks and understanding toward, and acceptance of, different people. Care of those who are less well off and the promotion of ideals which seek to provide opportunity to all are ingrained in Adelaide people.

For the future, people indicated their desire for a City for everyone, where the broadest range of people from the most diverse backgrounds can feel welcomed. They want the City to be a place that enhances quality of life for individuals and communities, so people can lead happy, healthy and productive lives, now and in the future. They want to maximise the opportunities to meet the social and civic needs of the City's resident, student, worker and visitor populations. They want everyone to have the chance to be active participants in shaping the Adelaide of the future.



They want Adelaide to be vibrant, healthy and harmonious now and for future generations.

To create this reality the Goals for this Strategy seek to generate increased human activity and create the social environment which will support Council's vision and primary strategy. In particular the goals will assist population growth by supporting an environment which will attract more students, visitors, residents and workers and ensuring (once attracted in greater numbers) that their social needs are met.

Consultation clearly identified that the City, being made up of distinct geographic areas, can not be treated uniformly as each area has its own particular functions and character. The map overleaf provides details of social changes and impacts in local areas and is a reference for the responses which are considered throughout this Strategy.

Social changes, impacts and responses in local areas of the City of Adelaide

North Adelaide

Local conditions and changes

- Impact and viability of entertainment venues
- Lack of spaces in public primary school
- Active and involved local community
- Late night safety in residential areas
- Increase in student accommodation colleges

Responses

- Develop activities in North Adelaide Community Centre in conjunction with NACC Incorporated
- Support for increases in primary school places
- Work with precinct groups and wider community to develop safety initiatives
- Support ongoing viability of residential colleges
- Carefully manage integration of entertainment venues with adjacent residential areas



Student growth and more affordable apartments attracting young people to the City.



Uni SA has an impact, increasing student numbers and bringing different activities to the area



Balfours and Bus Station redevelopment will greatly increase resident numbers

West End

Local conditions and changes

- Increases in housing and resident population (especially Balfours/Franklin St)
- Vibrancy and safety in entertainment areas
- Growth and impact of Uni SA
- Diversity of activities and people attracted to area

Responses

- West End Reference Group focus on safety, perceptions of safety and planning
- Planning for services and facilities for new/diverse residential communities
- Support activities in Grote St Library Community Centre

South West (including Central Markets)

Local conditions and changes

- Impact of social services
- Hub of culturally diverse activity
- Diversity of people in public realm

Responses

- Social sustainability approach with State Government
- Work with precinct groups and wider community to resolve issues
- Develop signature events and infrastructure (Whitmore Square focus)
- Support activities in South West Community Centre



The Central Markets and Chinatown are hubs for cultural diversity and will attract more people as residential growth accelerates

City Wide

Conditions and changes

- Attracting a diverse range of students, visitors, residents and workers to the City
- Meeting the needs of a growing and diverse resident population
- Increasing number of international students studying and living in the City
- Impact of mixed use areas – especially between residential and other uses
- Emerging safety and perceptions of safety issues arising from population movements

Strategic Responses

- Planning for future infrastructure, services and facilities- for example transport, child care, schools, recreation facilities and community centres
- Developing local relationships between different groups and interests in the City
- Further develop local and City-wide partnerships to better plan for social services integration, address noise issues and improve the public realm, Council service delivery and safety
- Engage diverse sections of communities to resolve issues, increase activity in key areas and take part in future planning

Rundle Mall

Local conditions and changes

- After hours vibrancy and safety
- Transition zone for young people after school
- Lack of child care/school options for workers

Responses

- Support more school places/child care provision
- New ways to engage with young people
- Develop range of activities- especially for after hours



Increasing activities on North Terrace will add vibrancy and stimulate activity

East End (including North Terrace)

Local conditions and changes

- Redevelopment of North Terrace
- Increasing residential population and impact of entertainment venues
- Impact of major events
- Increasing student's population as residents and visitors
- Vibrancy and safety in public areas

Responses

- Work with precinct groups and wider community to resolve issues and create activities and events (eg. Street Markets)
- Develop and promote activities on North Terrace
- Engage students in local initiatives



Increasing activity in Rundle Mall at Night will add vibrancy and improve safety

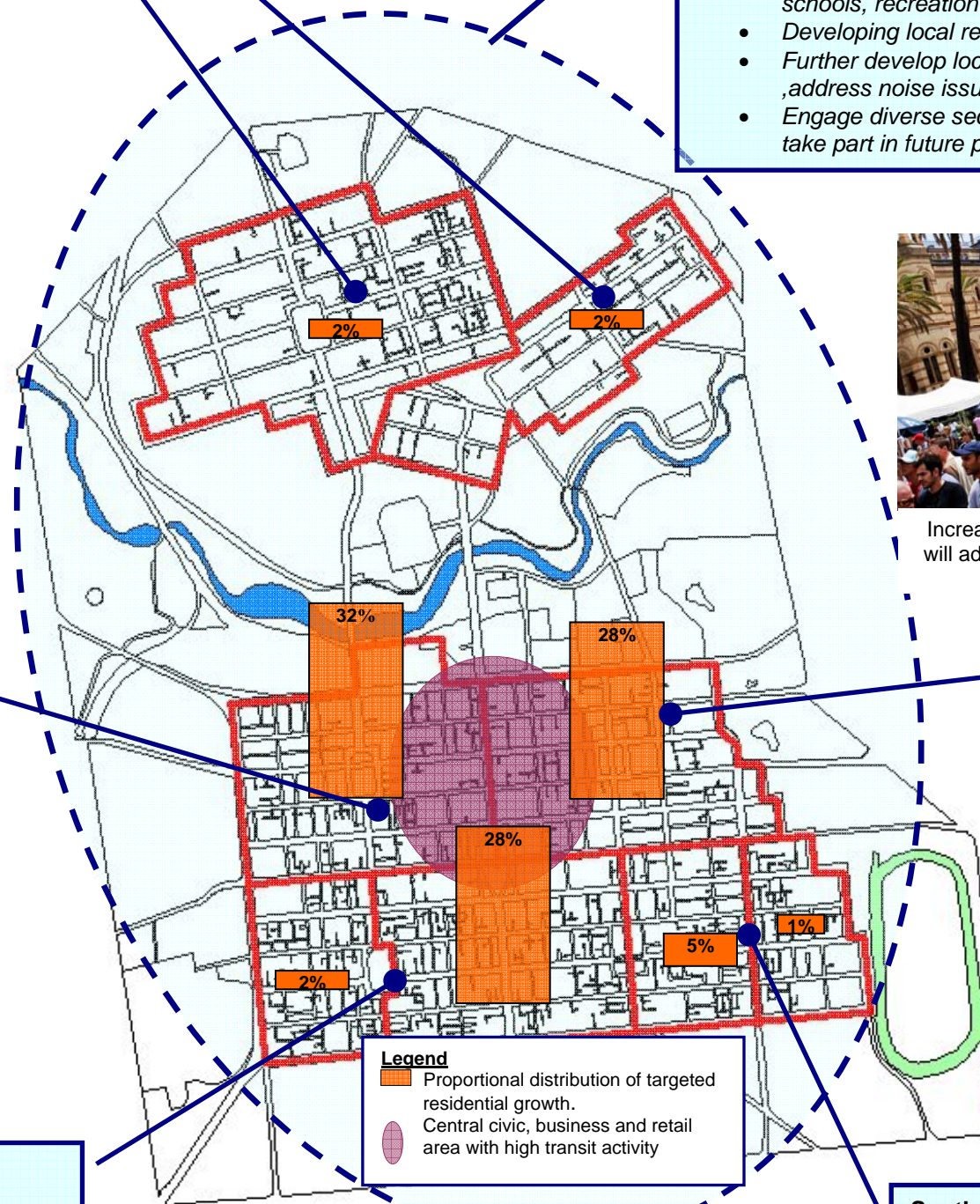
South East

Local conditions and changes

- New housing developments including Afton House and East Park Lodge
- Vibrancy and safety in entertainment areas
- Impact of social services
- Lack of spaces in public primary school
- Impact of Victoria Park developments

Responses

- Engage precinct group and wider community in resolving local issues
- Develop activities in library community centres
- Ensure consultation for Community Land Management Plan for Victoria Park
- Support activities in the Hutt Street Library and Community Centre



Critical elements of this Strategy

The City is a unique environment. It differs significantly from suburban areas and other capital cities. While the permanent residential population is relatively small there are local areas which are substantially residential in character and other areas which have mixed uses and attract significant numbers of visitors, workers and students. More than any other place in the State, the City attracts the greatest diversity of people.

For developing a strategy to foster vibrant, healthy and harmonious communities within the City there are overarching critical elements which are foundational and influence all goals, outcomes and actions. These are:

Integrated Local Area Planning

Council will pursue an integrated local area planning approach which is an attempt to focus on 'whole of Government' and 'whole of community' involvement in the development of facilities and services and in managing change in particular local areas.

Social mix

Endeavouring to encourage a diverse and inclusive social mix. Council seeks to develop a City which is a vibrant and dynamic place, the preferred home to a diverse population and an inclusive community which is tolerant and values difference.



Strategic Partnerships

Council will lead collaborative effort and work with State Government, cultural and community agencies, education institutions, service providers and others to improve coordination, reduce duplication and strengthen outcomes.

Working with the City's Communities

Council, in support of the community representative role of the Lord Mayor and Councillors, will encourage participation of the City's various communities, including resident and precinct bodies and businesses, in developing a vibrant, active and engaged City. There are three potential types of communities:

- Geographical – Communities can be based upon a particular geographical location within the City of Adelaide.
- Interest – Communities may be based around common interest, such as safety concerns, conservation etc.
- Identity – Communities can share a common identity such as age, culture or lifestyle.

Building on Strengths

The City has many strengths that can be built upon to improve the quality of life for people. It is renowned for its relative safety and for being socially progressive and tolerant.

The City has a flat terrain and features which were integral to, or evolved from, Colonel Light's plan such as wide streets and interesting laneways and minor roads. The unique Squares and Park Lands offer unrivalled opportunities. It has many distinct local precincts, each with its own character; from residential to more urbane areas that are busy and exciting.

Goals

The goals for the Strategy are:

- ***Pursuing Social Sustainability*** – *The City is characterised by strategic partnerships which seek to provide quality of life for communities now and in the future.*
- ***Engaging everyone in the life of the City*** - *People of all walks of life and backgrounds engage positively with each other, feel welcomed and are able to contribute to City life.*
- ***Inclusive Communities*** – *The City attracts and supports a diverse population and is characterised as being tolerant and accepting.*

Goal One - Pursuing Social Sustainability

The City is characterised by strategic partnerships which seek to provide quality of life for communities now and in the future.

Qualities Sought for the City by the Year 2010

This Goal assists in achieving many of the qualities sought for the City by the year 2010, as detailed in the Strategic Management Plan:

The Council has built productive partnerships with the State Government and with other Councils (locally, inter-state and overseas) to address common issues and develop effective joint initiatives.

Public housing programs and subsidies maintain access to accommodation in the City for those in need and support a diverse mix in the resident population.

Services, facilities and infrastructure renewal have kept pace with residential growth. Community development programs have helped build strong communities, in which the City's diverse residential population live together well, with mutual support and a minimum of conflict, encouraging residents to stay.

The Challenge

Social Sustainability is a concept which is beginning to influence policy and practice throughout Australia and the rest of the world. Socially sustainable cities are equitable, diverse, connected, and democratic providing a good quality of life. Social sustainability occurs when the formal and informal processes, systems, structures and relationships actively support the capacity of current and future generations to create vibrant, healthy and liveable cities.

Seeking to balance the different and sometimes competing needs of a diverse City population requires an integrated approach to planning and development. There are many stakeholders involved in developing the City's social environment, therefore improving quality of life by understanding issues through ongoing research and consultation is crucial.

At a strategic level, working in partnership with State Government and other stakeholders, Council is able to facilitate links and support institutions that provide services while reconciling interface issues between these services and the broader community.

Through the Capital City Committee, Council has entered into a unique Social Sustainability Partnership Agreement with State Government. This agreement supports the South Australian Strategic Plan which has a target of improving Adelaide's quality of life ranking on the William M Mercer index, to be in the top 20 cities in the world within 10 years. The Agreement:

1. Formalises a policy approach to social sustainability which articulates common principles and approaches.
2. Puts into practice in a formal agreement a 'joined up Government' approach that has concerned much of the rhetoric in social policy in Australia and overseas.
3. Solidifies a collaborative relationship between a Capital City Council and a State Government which is unique in the Australian context and enhances a culture of collaborative rather than disparate effort.

This Agreement will improve coordination of planning processes and implementation and reduce duplication of services thereby improving service delivery. While focused on the relationship

between Council and the State Government, the Agreement also outlines a commitment to working with service providers and local communities.

Social sustainability can not exist in isolation from economic, environmental and cultural issues. Each impacts on the other and needs to be considered in an integrated manner.

A 'joined up' approach is best able to resolve issues, consider the needs of a diverse population and deliver quality outcomes. Likewise the need to work strategically and in partnership with key stakeholders in developing practical responses to safety and perceptions of safety has been identified as an area which requires refinement. Safety is an issue which effects quality of life and is consistently identified as a key in attracting and retaining people as visitors, residents, workers and students.

Outcomes

- A better balance between the different and competing needs of the City's diverse populations supports attraction and retention of residents, students, visitors and workers.
- Council has a number of partnership arrangements which allow for social goals, including social and affordable housing, to be pursued in an effective and 'joined up' manner.
- Adelaide is acknowledged as a national leader in the planning and implementation of strategic partnerships for social outcomes.

The Approach

Council is best placed to lead the holistic planning and development of local communities to achieve social sustainability and has the capacity to balance the needs of service providers, businesses, residents and other City users.

Planning for the development of local areas and in particular the integration of social services in these areas is an important role for Council in conjunction with the State Government. Council will provide leadership in **enacting, monitoring and reviewing the Social Sustainability Partnership Agreement with State Government through the implementation of annual action plans**. Commencing in the South West Corner, a focus for these will be the **development of an integrated local area planning approach**.

Within this approach, Council will **work with the State Government to develop, provide and evaluate a Neighbourhood Planning and Liaison Program** which aims to improve the relationships between inner city residents, businesses and the agencies and services that support disadvantaged people. This will increase community connections and awareness while improving relationships between institutional partners.

Such partnerships should extend to **working with strategic partners to improve safety and the perception of safety**. Council will facilitate arrangements which will improve the perception of safety in the City. People are more likely to be attracted to a place which is considered safe. By taking into account the impact of different population groups and working with partners at a local neighbourhood and City-wide level, practical steps can be taken to address emerging safety issues.

The City is home to a range of community support agencies providing a myriad of services for diverse population groups. Ensuring the effective and efficient delivery of these services to best meet the needs of the City communities requires coordinated effort. Council will support bodies which have a coordinating role will improve service outcomes and provide forums where broader issues can be analysed and brought to the attention of State Government and other relevant bodies.

Council is ideally placed to **support key community service coordinating bodies** such as the Adelaide Education Precinct Strategy Group, Inner City Administrators Group, Central Workers With Youth Action Network and Indigenous Inner City Workers Network. A particular emphasis here will be to support the development of these sectors, seek improvement to service standards, assist in coordinating activities in each sector and assist in providing linkages between sectors.

Making assessments as to the impact of Council and State interventions, such as the development of social services in residential areas and ways in which international students can feel more engaged with the City, requires considered research. In partnership with the State Government and the City's Universities, Council will develop and **conduct research and evaluations to assess the impact of strategic interventions** which seek to improve the quality of life in local areas of the City. Sometimes interventions will have unintended consequences which impact on different groups and different local areas such as the development of social services in residential areas and impacts of increasing numbers of international students. Research and evaluation will allow such impacts to be assessed, and then future interventions can be better designed to limit negative effects and produce the most positive outcomes for the broadest range of City users.

A range of stakeholders including State Government, the private sector and the broader community, seek relevant and up to date information on the City's social environment. In this way, decision making is based on understanding current and potential social trends. Council will **conduct and make available a range of market and social research** which will both inform and assist in monitoring this Strategy and supporting other Council Plans and initiatives. Such research, including visitor and resident segmentation studies, should be made available in a variety of formats (e.g. web based, reports, brochures, by workshops/presentations etc) to also meet the differing needs of State Government, the community sector, private sector and segments of the general community.

Actions

1. Enact the Social Sustainability Partnership Agreement through annual action plans commencing with the development of an integrated local area planning approach.
2. Work with State Government to develop, provide and evaluate a Neighbourhood Planning and Liaison Program.
3. Work with strategic partners to improve safety and the perception of safety.
4. Provide support for key community service coordinating bodies.
5. Conduct research and evaluations to assess the impact of strategic interventions such as the development of social services in residential areas and ways in which international students can feel more engaged with the City.
6. Conduct and make available a range of market and social research, such as the Residential and Visitor Segmentation Studies and relevant aspects of the Land Use and Employment Surveys (eg disability access to businesses and volunteers in the City).

Goal Two - Engaging Everyone in the Life of the City

People of all walks of life and backgrounds engage positively with each other, feel welcomed and are able to contribute to City life.

Qualities Sought for the City by the Year 2010

This Goal assists in achieving many of the qualities sought for the City by the year 2010, as detailed in the Strategic Management Plan:

In the future Adelaide is a bustling, vibrant, safe, outward looking City. It is a central focus for the cultural and community life of the State, representing and embracing the diverse cultural backgrounds of its people, building social capital by supporting the contribution of community groups and volunteers, and encouraging active citizenship through participation and engagement in public affairs.

A high density of quality mixed use development around the central area supports a diversity of activity, social interaction and vibrant street life.

The City is a strong central focus for civic and cultural activity, shopping, personal and community services, leisure, events and entertainment attracting growing numbers of daily visitors.

Adelaide City Council is highly regarded and trusted by its community having well established and effective arrangements for communication and engagement to identify needs and influence policy and programs.

Workers prefer a City location for the networking, meeting, conversation and training opportunities it provides and for the easy access to shops, eating and drinking places and entertainment after work.

Well-developed support services, and a good supply of student accommodation, ensure that students are well integrated into the life of the City. The influx of students has made the City more vibrant, adding to the cultural mix and supporting specialist businesses catering to their needs.

The Challenge

The City's communities are made up of residents, visitors, workers and students who seek the experience and opportunities which Adelaide provides. One of the strengths of the City is that people from vastly different backgrounds are attracted to it – from different cultures, of all ages, with different abilities, of varying social status, rich and poor alike. Not all are able or willing to live in the City; however all should be welcomed as visitors, workers or students. In this context the needs of the disadvantaged exist alongside the needs of the more affluent and privileged.

The aspirations and needs of different people impact on each other. Adelaide, with its rich social milieu, will increasingly need to balance competing needs. For example, visitors who seek a lively and exciting experience into the early hours of the morning can conflict with residents who may want peace and quiet at these times.

A person's experience of the City will influence their desire to stay or return, which directly affects the ability to reach Council's population targets. Most people feel welcomed in the City when it is

clean and safe; they are able to 'be heard', have services which meet their needs and can pursue their desires without undue difficulty or discrimination.

Resolving community issues and seeking to ensure that the voices of all elements of the community, including the 'hard to reach', are heard provides a unique challenge for Council. A negative experience can cut short a visit or see people move from the City. In these cases 'word of mouth' works against the goals of growing the various population groups.

Having a very visible and diverse range of people utilising public spaces, including the City's many lanes and minor roads, will add to the City's attraction, create a range of opportunities and improve safety. Through the consultations a desire was articulated to have more things happening 'on the street' and in the squares and Park Lands to generate a 'City vibe' especially after hours and on weekends.

The draft Visitor Growth Plan recognises that public areas need to be of high quality, interesting, dynamic and designed in such a way that would allow activities and events to happen easily. This both enlivens areas and facilitates positive social interactions. Well-maintained and attractive areas with a mix of attractors, interesting lighting, public art and appropriate furniture will help to draw in people and allow them to enjoy their City experience. This Strategy supports the draft Visitor Growth Plan by facilitating the involvement of people in the design and management of local areas.

It is important that local areas also have a fairly full range of services and facilities so that they become hubs of activity. When this is the case people who live, work, study or visit local areas are able to walk to most of the things they require and, in doing so, increase the level of activity on the street. This enhances an area's overall safety and provides opportunities for social engagement with other people in the neighbourhood.

The Outcomes

- A more harmonious co-existence between residents, business and service providers.
- Local communities are active in their own neighbourhoods and all people enjoy an increased sense of community.
- The City offers a diverse range of facilities, events, activities and services which cater for the broadest range of people.
- Council has well developed and effective processes for engaging communities.

The Approach

Developing greater community cohesion, which is characterised by positive interaction between the range of people who use the City, will lead to a happier, healthier, more vibrant and safer place. It will also promote acceptance of others and lessen the likelihood of conflict.

Local involvement in urban design is considered important to the development of local areas and improvements to the public realm which will foster social interaction. More harmonious use of the local public areas results from the broadest range of potential users of an area being actively engaged in the process of design and management of spaces. Council will **facilitate engagement through consultation, dialogue and workshops for specific projects, with those who live, work, study or visit local communities in the ongoing urban design and development of local areas**, to ensure these areas will have interesting and dynamic public areas and attract a diversity of activities, businesses and community services.

It is the quality of relationships which affects the capacity of people to come together to collectively resolve problems they face in common and achieve outcomes of mutual benefit. Cohesion between different residents, visitors, workers and students in the City should be facilitated and linkages to Council activities and decision making strengthened. This will be considered within a

broader **review of Council's Public Communication and Consultation Policy and promotion of the use of the standards set in the Public Communication and Consultation Charter.** This Policy and Charter seeks to provide the tools which will ensure that Council has a coordinated approach, clear direction and agreed methods for communicating with and consulting the community. In this way it is hoped that Council operations and other services and facilities are well targeted to community need and that potential conflicts can be resolved.

There are a range of issues which impact on the quality of life and vibrancy of the City. In addressing these it is important that all stakeholders are engaged in the process to fully understand and resolve the issue. For example noise in the City has been identified as one issue requiring engagement of a range of people to resolve conflicts which occur between residents and some venues. **Council will facilitate engagement of key stakeholders and seek a collaborative approach to City concerns such as the implementation of initiatives assisting in the Noise Attenuation, Education and Awareness Project.** This project will comprehensively define the nature of issues confronted by City residents and raise awareness regarding measures to mitigate against noise sources.

Another area requiring the engagement of a range of stakeholders is the provision of the right mix of community services and facilities, which will assist in attracting people to the City and attending to their needs. **Council will engage with local communities and other stakeholders to facilitate, and advocate for, the development of plans for the future provision of community services and facilities.** In particular, there is an immediate need to consider the requirements for **education facilities and child care services** while other social requirements will need to be addressed over the coming years.

Council will work with responsible organisations/agencies to ensure that such Plans consider:

- Profile of current services and their ability to meet demand.
- Key drivers of current and future demand.
- Future social infrastructure requirements and responsible agencies for funding and implementation.
- Future facility and service developments by locality and/or service type.

In addition to child care and education facilities, consideration will be given to the development of future plans in areas such as:

- Library and community centres
- Information and internet access
- Recreation and leisure facilities and activities
- Cultural and entertainment facilities and activities
- Medical Services, especially the provision of GP services
- Community/social support services, including homeless services
- State Government Services eg. Families SA
- Religious facilities.

The development of such plans and the resolution of other community issues will be assisted by bringing together, on an ongoing basis, residents, businesses, social services, community groups, environmental groups and precinct groups within local City communities. This will allow different local groups to work together and allow different people to interact in a positive way. To assist in this, Council will **facilitate and support the Precinct Group Support Program and continue to develop the Neighbourhood Development Program across the City** to broaden the range of people involved in these programs and to make neighbourhoods better places to live, work, study and visit.

Through these programs, and given a growing number and diversity of students that are being attracted to the City, Council will **facilitate and promote a range of activities and events for**

students from overseas, interstate, rural South Australia and outer metropolitan areas, to enhance their City experience and allow their integration into City life.

Through the Neighbourhood Development and Precinct Group Support Program Council will also **facilitate the involvement of local communities in the development of localised approaches for Council services to address identified and negotiated priorities**. This will assist Council in its role of providing essential public realm services including cleansing, footpaths, lighting etc. and provide a process for community engagement in determining localised approaches.

Likewise Council will seek to enhance the breadth of social activity in local areas, by **engaging users, and potential users, in the design and development of a broad range of Library and Community Centres programs and activities**. In this way programs and activities will directly address the needs of the City communities and allow for easier promotion.

To assist in promotion of these and other services Council **will provide information on local services, businesses and facilities in the form of a 'welcome kit' for new residents**, both owner occupiers and renters, including the publication of a community directory for households. This will enable residents to make more informed choices about accessing services and allow them to take part in community activities more easily.

Volunteers enable some activities and events to occur which would otherwise not be viable. Volunteering is one expression of social capital which allows people to be more involved in the affairs of their community. Recent research shows that there are over 12,000 City based volunteers contributing some 1.5 million hours of unpaid work per year. Volunteers undertake roles as diverse as flag marshals at the Clipsal 500, providing support for those in hospitals, assisting in environmental projects and preparing and serving meals for homeless people. Council will **recognise and support the important contribution volunteers make to the City by working collaboratively with Volunteering SA to develop projects and programs**. As an organisation that utilises and supports volunteers, **Council will also continue to develop its Corporate Volunteer Program**. This program supports the range for volunteers involved in Council services including the Ask About Adelaide Program, Library and Community Services and Home and Community Care. The Corporate Volunteer Program has capacity to **attract a greater diversity of participants and be a base to develop opportunities for community service and positive interaction**.

Actions

1. Improve the public realm by facilitating engagement, through consultation, dialogue and workshops for specific projects, with those who live, work, study or visit local communities in the ongoing urban design and development of local areas.
2. Review Council's Public Communication and Consultation Policy and promotion of the use of the standards set in the Public Communication and Consultation Charter.
3. Facilitate engagement of key stakeholders and seek a collaborative approach to City concerns such as the implementation of initiatives assisting in the Noise Attenuation, Education and Awareness Project.
4. Council will engage with local communities and other stakeholders to facilitate, and advocate for, the development of plans for the future provision of community services and facilities. In particular there is an immediate need to consider the requirements for education facilities and child care services.
5. Facilitate and support the Precinct Group Support Program and continue to develop the Neighbourhood Development Program across the City.

6. Facilitate and promote a range of activities and events for students from overseas, interstate, rural South Australia and outer metropolitan areas.
7. Facilitate the involvement of local communities in the development of localised approaches for Council services (for example cleansing, waste management and lighting) to address identified and negotiated priorities.
8. Engaging users, and potential users, in the design and development of a broad range of Library and Community Centres programs and activities.
9. Provide information on local services, businesses and facilities in the form of a 'welcome kit' for new residents.
10. Recognise and support the important contribution volunteers make to the City by working collaboratively with Volunteering SA to develop projects and programs.
11. Continue to develop Council's Corporate Volunteer Program by seeking to attract a greater diversity of participants and developing greater opportunities for community service and positive interaction.

Goal Three - Inclusive Communities

The City attracts and supports a diverse population and is characterised as being tolerant and accepting

Qualities Sought for the City by the Year 2010

This Goal assists in achieving many of the qualities sought for the City by the year 2010, as detailed in the Strategic Management Plan:

Adelaide attracts people from diverse backgrounds. Positive relationships between different people characterise a City renowned for welcoming new people and facilitating interaction, understanding, acceptance and growth.

Disadvantaged people are supported and given the means and opportunity to participate in the civic, cultural, social and economic life of their community.

Indigenous cultures are reflected, acknowledged and celebrated and the expression of Aboriginal and Torres Strait Islander living culture in the City has brought people together, particularly young people, to celebrate and reclaim their cultural heritage.

Young people have an effective voice in decisions and find the City an exciting place for leisure, recreation and social interaction.

The Challenge

The most economically successful, vibrant and active cities around the world attract mixed populations, diverse in age, family type, employment status, income, profession, education, and cultural background. The best performing Cities are hubs of innovation and attract creative people. Such people seek out places that are interesting, dynamic, exciting and, most importantly, diverse.

However, increasing housing prices in the City have the effect of limiting housing opportunities for those on low to moderate incomes. A socially mixed resident population is a key ingredient of a diverse and inclusive City as Council seeks to have an increasing number and diverse range of residents, visitors, workers and students in the City. While not all people can, or will, live in the City, Council will strive to provide this opportunity to the broadest range of people and will seek to ensure that the City is a great destination for all people.

Council's Residential Growth Plan has identified that "support is specifically needed to maintain and grow the following elements in the social mix of the City:

- Young People – especially those under 30, targeting also greater retention of young people who may otherwise move out to the suburbs as they settle, consider children and incomes increase.
- People in the low and medium low income quartiles,
- New migrants and others from non-English speaking backgrounds,
- Different housing styles and tenures, including 'above shop' residential and boarding and/or other shared style accommodation, and,
- People with disabilities who need a central location to access services."⁷

⁷ Adelaide City Council, *Residential Growth Plan 2004 – 2010*, 2004, p5

Whatever the make up of the resident population, the City should be a place where all people feel welcomed. To attract a broad range of people and cater for their needs and aspirations requires tolerance as well as a range of services and facilities.

While Council has a view that attracting a diverse population leads to a vibrant City, care must be taken to ensure that this diversity does not result in a divided and confrontational City. The worst examples of this in Australia and around the world have seen Cities becoming racially or socially segregated communities. Council will work to ensure that, rather than the potential for such segregation, a diverse mix of people will contribute to inclusive communities which value difference. Adelaide strives to be a City for all.

There are some population groups which are important because they have significant impacts on the City. They may already use the City in significant numbers, be desired in the City in greater numbers and/or require special consideration because of their particular circumstance.

Older people now, when compared to previous generations, will be active later in life and require a range of activities that suit their particular needs. Greater numbers of older people will also require increased home-based care services. This is different to the planning that will attract and retain young people, however, which is focussed on creating a City that is vibrant and active with good career and lifestyle opportunities.

The City has a relatively high proportion of 18 -34 year old residents. However this group generally moves from the City once they begin to establish families. While the City is unlikely to attract or retain significant numbers of young families as residents the opportunities, services and facilities for this group need to be considered in a effort to attract and cater for them as students, workers or visitors. This includes the need to monitor the provision of adequate, accessible and affordable childcare, education and other activities for children.

Another population group which is significant to the City is the Aboriginal and Torres Strait Islanders. Supporting these communities to proudly promote their cultures will generate economic, cultural and social benefits and the potential to foster new enterprises and provide employment outcomes for Aboriginal and Torres Strait Islander people.

With an increasing overseas student population and the desire to attract skilled and other migrants and the potential to grow the tourist market, a comprehensive approach to information provision to different cultural groups is needed. Providing such information and facilitating the development of services and facilities that cater for these groups will work as an attractor for others, and assist in 'spreading the word' about Adelaide as a desirable destination.

In common with other major cities, Adelaide attracts a range of people including the homeless, people on low incomes, people with disabilities and those who seek convenient access to the full range of opportunities, services and facilities a City can provide. Adelaide has a proud history of social reforms and acceptance of these groups by others. Fostering social inclusion will ensure that the City is a place that is welcoming of all.

It is estimated that there are over 230 million people worldwide with some level of disability⁸. Many of these will travel to Adelaide often accompanied by others. According to recent research:

“People with disabilities have the same motivations to travel as the rest of the population. However, while many tourists might experience barriers to tourism

⁸ Cameron, B, Darcy, S, Foggin E Barrier-Free Tourism for People with Disabilities in the Asian and Pacific Region. United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), 2003, p7

participation, it has been found that these barriers disproportionately affect people with disabilities.”⁹

Efforts to attract more people with disabilities as tourists will have other positive impacts. The infrastructure required to support people with disabilities, especially those with mobility disabilities, also assists many others who appreciate accessibility refinements such as families with prams, many older people who have limited mobility and fully laden shoppers.

The Outcomes

- The City attracts diverse resident, visitor, worker and student populations of varying ages, status, incomes, cultural backgrounds and abilities.
- Adelaide is renowned internationally as a City which epitomises tolerance and acceptance.
- Access for services and facilities is improved especially for those groups where barriers to access are identified.
- Disadvantaged people are better catered for, and accepted in, local communities.

The Approach

Many improvements to the social environment in the City are advanced by organisations in the community who have direct contact with, and a greater understanding of, the particular groups they serve. These organisations, while able to tap into community goodwill and volunteer efforts, are not always able to raise sufficient funds for all of the activities they wish to undertake. Council supports these non-government and community organisations through the provision of funding via the Community Development Grants Program.

It is important that the effort required by these organisations to access such funding is commensurate with the funds available and that organisations are quickly and easily able to access information about the funds, the accountabilities required in accepting funds and the available opportunities to coordinate multiple sources of funding from Council and the State Government. Council will **support community organisations by continually developing and refining the Sponsorship and Grants Scheme to:**

- **Ensure alignment between the Sponsorship and Grants Scheme, this Strategy and Council’s Strategic Management Plan 2004-2007 (and subsequent Strategic Management Plans),**
- **Better coordinate with State Government funding responsibilities and priorities by clarifying roles between Council and State Government in regard to human services, and,**
- **Improve the administrative processes of the Sponsorship and Grants Scheme, making it easier for applicants to access information about the Scheme and simpler to apply for funds.**

Council will develop a whole of organisation approach to attracting, retaining and better serving population groups which will benefit from, and add value to, City life:

- **Young People** – a focus on engaging and marketing effectively to young people and developing strategic partnerships with youth organisations as a part of the **implementation and ongoing review of Council’s Youth Policy and Action Plan.**
- **Older People** – a focus on the **development and implementation of the Older Persons Policy and Action Plan** to encourage active ageing and support those people who are ageing in our community.
- **Families and children** – a focus on the development of activities and infrastructure which will attract greater numbers of families with children to visit, study and live in the City as a part of the **development of a Families and Children Policy and Action**

⁹Cameron. B, et al, (2003), Op Cit, p8

Plan. While the City is unlikely to attract large numbers of families with young children as residents, there is a strong focus on families and children through the cultural venues and major events such as The Christmas Pageant. This action seeks to provide a consistent policy context for the supports and further development of such initiatives.

- **Aboriginal and Torres Strait Islanders** – a focus on **enacting the Reconciliation Vision Statement (such as conducting Reconciliation events) and a negotiated resolution to seeking agreement on Native Title Claims.** One key activity detailed in the draft Visitor Growth Plan, outlines an approach, in conjunction with key agencies, to support the promotion of Aboriginal and Torres Strait Islander attractions to visitors who desire an experience which includes Indigenous culture.
- **Different cultural groups** – a focus on **adaptation of current, and development of new, programs and activities which will encourage intercultural exchange and celebrate the City’s many different ethnic communities.** Develop a comprehensive program for the ongoing provision of information in languages other than English – especially through Council’s Library and Community Centres and their English as a Second Language (ESL) collections, on the Council’s web site and for other general information provided by Council.
- **People with disabilities** – a focus on maximising the inherent strengths of the City to attract, support and retain people with disabilities and create greater opportunities for their active participation in City life. This will be achieved by the **ongoing review and implementation of the Access Adelaide Action Plan.** In conjunction with Tourism SA and the Department for the Arts support the promotion of Adelaide as a Disabled Tourism destination.
- **Homeless people** – a focus on **developing a Homelessness Statement which acknowledges that homeless people are members of the City communities and are attracted to the City. It will also outline Council’s commitment to assisting homeless people and the organisations which support them.** This is consistent with the South Australian Strategic Plan target to halve the number of ‘rough sleepers’. Such a Statement will recognise the local communities in which services for homeless community members are placed.

In attracting these groups Council will **work with the State Government to develop housing options and ensure that social impact of such housing is considered including the need to develop appropriate services and facilities and negotiate their integration into local communities.**

Promoting acceptance of these (and other) groups is important. Council can facilitate this by **developing initiatives which seek to educate the community about the particular needs and desires of different population groups.** For example assisting the broader community to better understand the needs and positive contribution of young people may assist in their greater acceptance in the City and offer the opportunity for positive intergenerational exchange.

Each of the groups identified in the approach will be affected by major developments in the City in different ways. Recognising this Council will, along with economic and environmental assessments, **develop a standard social impact assessment methodology to proposed major capital works and major Council developments.** Assessments should consider possible social effects that could be derived from significant public realm works and outline suitable activities and infrastructure that might need to be incorporated.

Actions

1. Support community organisations by continually developing and refining the Sponsorship and Grants Scheme to

- Ensure alignment between the Scheme, this Strategy and Council's Strategic Management Plan 2004-2007 (and subsequent Strategic Management Plans),
 - Better coordinate with State Government funding responsibilities and priorities by clarifying roles between Council and State Government in regard to human services, and,
 - Improve the administrative processes of the Sponsorship and Grants Scheme, making it easier for applicants to access information about the Scheme and simpler to apply for funds.
2. Develop a whole of organisation approach to attracting, retaining and better serving;
 - a. Young People- by implementation and ongoing review of Council's Youth Policy and Action Plan.
 - b. Older People – by development and implementation of the Older Persons Policy and Action Plan.
 - c. Families and children - by development of a Families and Children Policy and Action Plan.
 - d. Aboriginal and Torres Strait Islanders –by enacting the Reconciliation Vision Statement (such as conducting Reconciliation events) and a negotiated resolution to seeking agreement on Native Title Claims.
 - e. Different cultural groups – by adaptation of current, and development of new, programs and activities which will encourage intercultural exchange and celebrate the City's many different ethnic communities.
 - f. People with disabilities – by the ongoing review and implementation of the Access Adelaide Action Plan.
 - g. Homeless people –by developing a Homelessness Statement which acknowledges that homeless people are members of the City communities and are attracted to the City. It will also outline Council's commitment to assisting homeless people and the organisations which support them.
 3. Work with the State Government to develop housing options and ensure that social impact of such housing is considered including the need to develop appropriate services and facilities and negotiate their integration into local communities.
 4. Develop initiatives which seek to inform the community about the particular needs and desires of different population groups. For example republishing the Homeless in the City brochure.
 5. Develop a standard social impact assessment methodology to proposed major capital works and major Council developments

Appendix One - Social Development Strategy – Implementation Plan and Resource Implications

This Strategy outlines a range of actions. Most of these are subject to Council's normal budget processes and do not require additional resources as they are already supported or they signify a different way of working within existing programs and projects.

The following table highlights activities which will require specific additional resources and the financial year in which submissions for funding will be sought. Each activity will be subject to Council consideration at the time of the submission.

Goal One - Pursuing Social Sustainability			
Action	Resource Requirement	Responsible Business Unit	Year of Implementation
Enact the Social Sustainability Partnership Agreement through annual action plans commencing with the development of an integrated local area planning approach.	Incorporated into operating budgets	Social Development Unit	Ongoing
Work with State Government to develop, provide and evaluate a Neighbourhood Planning and Liaison Program.	Incorporated into operating budgets	Social Development Unit	06-08
Work with strategic partners to improve safety and the perception of safety.	Incorporated into operating budgets	Social Development Unit	Ongoing
Provide support for key community service coordinating bodies.	Incorporated into operating budgets	Social Development Unit	Ongoing
Conduct research and evaluations to assess the impact of strategic interventions such as the development of social services in residential areas and ways in which international students can feel more engaged with the City.	Incorporated into operating budgets – specific projects also identified	Social Development Unit	Ongoing with key projects in 07-08
Conduct and make available a range of market and social research, such as the Residential and Visitor Segmentation Studies and relevant aspects of the Land Use and Employment Surveys (eg disability access to businesses and volunteers in the City).	Incorporated into operating budgets – specific projects also identified	Corporate Strategic Planning	Ongoing with key projects in 07-08 and onwards

Goal Two - Engaging Everyone in the Life of the City			
Action	Resource Requirement	Responsible Business Unit	Year of Implementation
Improve the public realm by facilitating engagement, through consultation, dialogue and workshops for specific projects, with those who live, work, study or visit local communities in the ongoing urban design and development of local areas.	Incorporated into project budgets	Urban Design	Ongoing (within adopted projects)
Review Council's Public Communication and Consultation Policy and promotion of the use of the standards set in the Public Communication and Consultation Charter.	Incorporated into operating budgets	Corporate Strategic Planning	2006-07
Facilitate engagement of key stakeholders and seek a collaborative approach to City concerns such as the implementation of initiatives assisting in the Noise Attenuation, Education and Awareness Project.	\$76k	Development Planning	2006-07
Council will engage with local communities and other stakeholders to facilitate, and advocate for, the development of plans for the future provision of community services and facilities. In particular there is an immediate need to consider the requirements for education facilities and child care services.	\$15k	Social Development Unit	2007-08
Facilitate and support the Precinct Group Support Program and continue to develop the Neighbourhood Development Program across the City.	Incorporated into operating budgets	Social Development Unit	Ongoing
Facilitate and promote a range of activities and events for students from overseas, interstate, rural South Australia and outer metropolitan areas.	Incorporated into operating budgets	Social Development Unit	Ongoing
Develop a 'welcome kit' for new residents on local services, businesses and facilities	Incorporated into operating budgets	Marketing	2006-07
Recognise and support the important contribution volunteers make to the City by working collaboratively with Volunteering SA to develop projects and programs.	\$10k p.a.	Library and Community Services	Commencing 2007-08
Continue to develop Council's Corporate Volunteer Program by seeking to attract a greater diversity of participants and developing greater opportunities for community service and positive interaction.	Incorporated into operating budgets	Library and Community Services	Ongoing

Goal Three - Inclusive Communities			
Action	Resource Requirement	Responsible Business Unit	Year of Implementation
<p>Support community organisations by continually developing and refining the Sponsorship and Grants Scheme to</p> <ul style="list-style-type: none"> • Ensure alignment between the Scheme, this Strategy and Council's Strategic Management Plan 2004-2007 (and subsequent Strategic Management Plans), • Better coordinate with State Government funding responsibilities and priorities by clarifying roles between Council and State Government in regard to human services, and, • Improve the administrative processes of the Sponsorship and Grants Scheme, making it easier for applicants to access information about the Scheme and simpler to apply for funds. 	Incorporated into operating budgets	Social Development Unit/Marketing	Ongoing
<p>Develop a whole of organisation approach to attracting, retaining and better serving;</p> <ul style="list-style-type: none"> • Young People- by implementation and ongoing review of Council's Youth Policy and Action Plan. • Older People – by development and implementation of the Older Persons Policy and Action Plan. • Families and children - by development of a Families and Children Policy and Action Plan. • Aboriginal and Torres Strait Islanders – enact the Reconciliation Vision Statement (such as conducting Reconciliation events) and a negotiated resolution to seeking agreement on Native Title Claims. • Different cultural groups – by adaptation of current, and development of new, programs and activities which will encourage intercultural exchange and celebrate the City's many different ethnic communities. • People with disabilities – by the ongoing review and implementation of the Access Adelaide Action Plan. • Homeless people –by developing a 	<p>Incorporated into operating budgets except where identified separately</p> <p>\$20k for Families and Children Policy and Action Plan</p> <p>\$25k for new cultural exchange programs</p>	<p>Social Development Unit for all actions</p>	<p>Generally ongoing except where identified separately</p> <p>Families and Children Policy and Action Plan - 08-09</p> <p>New cultural exchange programs – 07-08</p>

Homelessness Statement which acknowledges that homeless people are members of the City communities and are attracted to the City. It will also outline Council's commitment to assisting homeless people and the organisations which support them.			
Work with the State Government to develop housing options and ensure that social impact of such housing is considered including the need to develop appropriate services and facilities and negotiate their integration into local communities.	Incorporated into operating budgets	Social Development Unit	Ongoing
Develop initiatives which seek to educate the community about the particular needs and desires of different population groups For example republishing the 'Homeless in the City' brochure.	Incorporated into operating budgets	Social Development Unit	Projects arising from this to be considered in 08- 09 budget
Develop a standard social impact assessment methodology to proposed major capital works and major Council developments.	\$20k	Social Development Unit	07-08

Appendix Two – A flowchart method by which Council can assess its role for any given program or project

