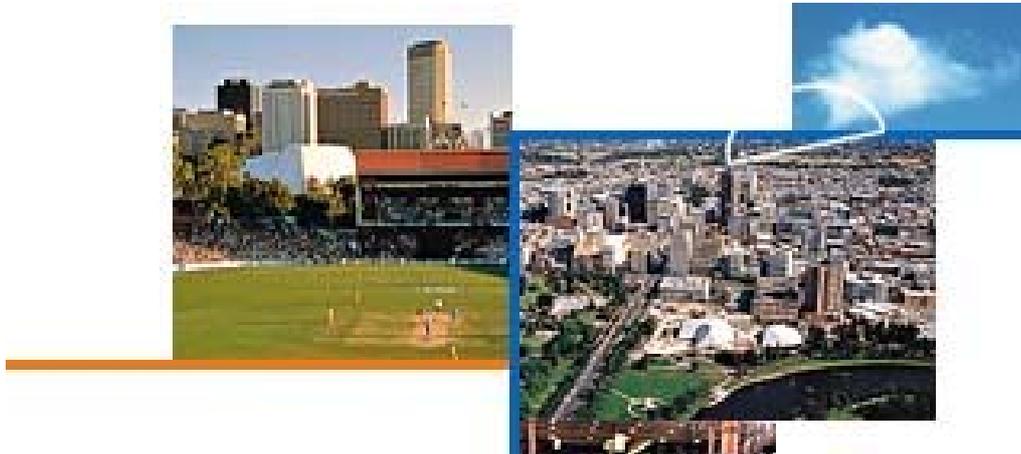


Capital City Committee Adelaide



Annual Report 1999-2000



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INTRODUCTION

This report focuses on the role of the Capital City Committee in promoting the development of the City of Adelaide and on progress in implementing the 1999-2000 *Capital City Development Program*.

As such, it provides information on how the State Government and the Adelaide City Council are addressing their shared responsibility for Adelaide as South Australia's capital and their vision to enhance the City as:

- the heart of the metropolitan area
- the focus of South Australia's image and identity
- an intellectual and creative hub
- the main centre of private, public and community sector activity in the State
- an anchor site for growth industries and investment
- the main centre of arts and culture in the State
- the main base for conventions and conferences
- a gateway for visitors from other parts of Australia and overseas.

The Capital City Committee is an inter-governmental body – the first of its kind in Australia – established under the *City of Adelaide Act 1998*. 1999-2000 was its first full year of operation, and it met every two months over the course of the year.

In May 1998 the Premier released a draft Capital City Development program that provided a clear indication of the State Government's preferred future direction for the city, its role and function within the metropolitan area and the wider South Australian community.

The Premier and the then Lord Mayor of Adelaide released the 1999-2000 *Capital City Development Program* in December 1999, following its endorsement by State Cabinet and the Adelaide City Council. It included more than 120 initiatives, involving expenditure of over \$1 billion, to be undertaken by the appropriate area of Government, Council or private sector.

The Program highlights the importance of the City to all South Australians. The City is not only the symbolic heart of the State, it is also the centre of investment by the public and private sectors, the focus of community activity, and the centre of business.

Both the State Government and the City Council believe the City has a major role to play as a generator of economic growth in the State, as an intellectual and creative hub, as a gateway for interstate and international visitors and as an attraction in its own right.

Through the *Capital City Development Program* the Adelaide City Council and the State Government have for the first time articulated their joint vision and started together to plan for the City's future.

Five themes were chosen by the Committee to give focus to the strategy for the City by defining its strengths, essential functions and opportunities to enrich community life and prosperity. They provide the strategic direction for the projects that are now being pursued through the Program and are:

- **The Learning City:** recognising the distinctive strengths of the City Centre in education and the potential for making our City an internationally recognised centre of excellence in education, research and training
- **City of Creative Imagination:** highlighting the City Centre as a supportive environment for innovation, creativity and business development through its strengths in information technology, the education sector and the arts.
- **The Gateway to South Australia:** recognising the role of the City Centre as the first, and often only, stop for most overseas visitors to the State.
- **The Gathering Place:** emphasising the importance of the City Centre as a growing and vibrant meeting place for all South Australians and as a focus for shopping, leisure and community life.
- **City of Light and Style:** recognising and building upon Adelaide's distinctive heritage qualities, park lands, urban design and environmental quality

This report includes a number of important and encouraging signs of the ongoing development of the City, including the results of a telephone survey completed in May 2000.

This survey showed that the percentage of business opinion leaders who believe the competitive position of Adelaide is improving has risen from 24 per cent in 1998 to 42 per cent, and that a similar number feel the competitive position of the City of Adelaide is improving (up from 20 per cent). Three quarters of business opinion leaders believe the City is undergoing a revitalisation.

ADMINISTRATIVE ARRANGEMENTS 1999-2000

Background

The *Adelaide 21* project prepared much of the groundwork for the Capital City Committee. It identified issues for Adelaide as it moved towards the 21st century and proposed directions for the future in the *City Centre Strategy for a New Era*, published in 1996.

In April 1997 the State Government established the Governance Review Advisory Group to report on the governance of the City of Adelaide, and to identify arrangements that would ensure proper management of the city and enable the Council to provide leadership as the Capital City Council of South Australia.

This resulted in the drafting of the City of Adelaide (Capital City) Bill that was passed by Parliament in August 1998. The new Act in part called for the creation of a Capital City Committee, the first intergovernmental body of its kind in Australia, which among its tasks was to produce an annual Capital City Development Program.

The Capital City Committee

Although the *City of Adelaide Act* was proclaimed on 10 September 1998, the sections which establish the Capital City Committee did not come into effect until 14 December 1998. However, an interim Committee met in September and November 1998.

The Committee proper, comprising three members each from the Government and the Council, met formally for the first time on 24 February 1999.

There have been three changes to the membership since then: in February 2000 the Hon Dorothy Kotz MP succeeded the Hon Mark Brindal MP as Minister for Local Government; in May 2000, following local government elections, Mr Alfred Huang succeeded Dr Jane Lomax-Smith as Lord Mayor and the Council appointed Councillor Richard Hayward to the Committee. Councillor Anne Moran was a member of the Committee from February 1999 until June 2000 and was appointed as the Council proxy to the Committee in June 2000, replacing Councillor Bob Angove.

- At June 30 2000, the Committee's members were:
- Hon John Olsen MP, Premier of South Australia (Chair)
- The Right Honourable the Lord Mayor of Adelaide, Mr Alfred Huang (Deputy Chair)
- Hon Diana Laidlaw MLC, Minister for Transport, Urban Planning and the Arts
- Hon Dorothy Kotz MP, Minister for Local Government
- Deputy Lord Mayor, Councillor Michael Harbison
- Councillor Richard Hayward

The Minister for Government Enterprises and Minister for Information Economy, the Hon Dr Michael Armitage MP, is the State Government proxy to the Committee.

The Capital City Committee does not make decisions on behalf of the Government or the Council. Decisions, if required, are referred to State Cabinet and the Council as appropriate. Rather, the Committee supports a whole-of-government approach to the development of the City. It is required

to deal with the “economic, social, physical and environmental development and growth of the City”. Its full range of functions, set out in Appendix A, emphasise:

- establishing strategic directions for the City
- coordinating resources to meet the key strategic requirements identified for the City
- a monitoring role in relation to programs relevant to the Committee’s work
- publication of key strategies, goals and commitments
- collection, analysis and dissemination of relevant information.

The Committee has been established to promote and develop the City as the capital of South Australia. It has a particular emphasis on attracting people to live, work, visit and study in the City. The emphasis is on supporting the role of the City as the capital city of the State and a potential generator of wealth for all South Australians.

The Committee must meet at least four times a year but at its first formal meeting agreed to meet every two months.

Sub-committees

The Committee established the North Terrace Precincts Redevelopment Steering Committee as a sub-committee in February 1998. Membership is listed in Appendix D.

The sub-committee reports directly to the Capital City Committee and manages the North Terrace Project in line with its terms of reference and a Memorandum of Understanding between the Government and the Council. Its terms of reference are:

- coordination and oversight of the North Terrace Project for and on behalf of the Capital City Committee
- preparation of a budget for recommendation to the Capital City Committee, the City of Adelaide and the State Government
- preparation of a North Terrace development framework and concept design for recommendation to the Capital City Committee, the City of Adelaide and the State Government
- preparation of detailed design and documentation for Stage 1 of the project
- consideration of any variation in the scope or nature of the project from the details set out in the Memorandum of Understanding, or any refinement of those details which is necessary to carry out the project
- that the sub-committee operate by consensus at its meetings.

Until May 2000 the sub-committee was chaired by the Lord Mayor, Dr Jane Lomax Smith. After the Council elections in May, the Capital City Committee agreed that the role of Chair of the sub-committee be shared by the Minister for Local Government, Hon Dorothy Kotz MP, and the Lord Mayor, Mr Alfred Huang.

A regular report on the North Terrace Project is provided to the Capital City Committee. Major decisions for the project are made by Cabinet and the Council.

The sub-committee is supported by a Project Director, North Terrace Redevelopment, who reports to a joint Council/Government Project Liaison Group. This group ensures that there is operational coordination between Government and the Council, guides the work of the Project Director, ensures appropriate budget and contract management systems are in place, ensures that the directions of the Capital City Committee are met, and approves minor variations to the scope of the Project.

Progress on the North Terrace Precincts Redevelopment Project during 1999-2000 is highlighted in the *Capital City Development Program* section of this report.

Capital City Forum

The Act requires the Committee to convene a Capital City Forum, drawn from the City of Adelaide community, essentially as a consultative and advisory body. Its task is to ensure that key City stakeholders are involved, kept informed and provided with an opportunity to contribute to the development of the City. It provides a mechanism for the Committee to share information with stakeholders on issues affecting the City and plans for its future development. The Forum also offers a means for the Committee to receive feedback on its strategies.

Twenty-three people were appointed as members of the Forum in 1999-2000, although a few resigned over the course of the year because of other commitments. Professor Michael Lennon served as Chair until April, when he left Adelaide to take up an overseas position and was replaced by Mr Bill Manos.

The Forum's members are drawn from areas such as the arts, education, business, finance, community services, urban planning and design, development and property; most have a number of areas of interest and are involved in many important activities across the community.

In 1999-2000, Forum members worked in the four following sub-groups:

- City Policy and Strategy – including a consideration of key State and Adelaide City Council documents and how the Council and the Government are addressing the future of the City
- City Identity and Image – particularly branding in light of perceptions outside South Australia
- Education Industry Development – and issues beyond international marketing of Adelaide as an education destination
- Investment Attraction and IT&T development – including the capacity to coordinate efforts across the public and private sectors.

These sub-groups made recommendations for action via presentations to the Capital City Committee and State Cabinet in June 2000. Arrangements were made for the Forum to present to the Adelaide City Council in July 2000. The recommendations were of two types:

- those requiring further investigation, review or research in 2000-2001, such as developing Adelaide as a Smart City, examining Adelaide's access to venture and development capital and considering requirements to enhance the education industry in Adelaide
- initiatives which the Committee could endorse for implementation, including symposiums to engage the community in urban design matters and developing an approach to the image and identity of Adelaide in collaboration with key marketing agencies.

The Capital City Committee agreed to consider the recommendations in detail at its meeting in August, 2000.

Terms of Reference for the Forum are listed in Appendix B. Membership details are in Appendix C.

City Coordination Group

There are a number of areas of City governance where the Government and the Council have shared or linked responsibilities. One of the Committee's goals is to improve coordination, information sharing and collaboration at an operational level within Government and the Council.

To allow for closer working relationships, a City Coordination Group comprising senior Government and Council officers has been established. It meets every two months, a week after Capital City Committee meetings, and the Committee receives a summary report.

The Group has made significant contributions to the Committee's work, including input to the preparation of the Capital City Development Program. It has been successful in facilitating linkages between the Government and the Council in a variety of areas and in relation to City projects requiring effective communication and coordination.

Membership of the City Coordination Group is indicated in Appendix E.

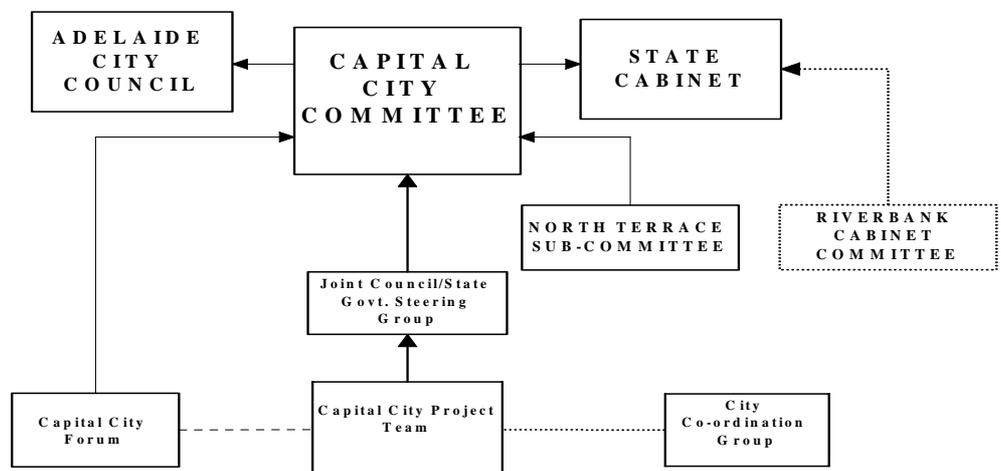
Capital City Project Team

The Committee is supported by a full-time, four person Capital City Project Team, which is jointly funded by the Council and the Government. It is administratively attached to the Department of the Premier and Cabinet but is accountable to both the Department's Executive Director, Economic Reform, and the Council's Chief Executive Officer.

The Project Team provides executive officer support to the Committee and to the Capital City Forum, initiates and manages projects on behalf of the Committee, facilitates collaboration and information sharing between the Council and Government, and convenes the City Coordination Group.

Capital City Project Linkages

The following flow chart outlines relationships between the various groups involved in the Capital City project.



MEETINGS OF THE CAPITAL CITY COMMITTEE

In 1999-2000, the Capital City Committee met on six occasions – in August, October, December, February, April and June.

The meetings were held in the Premier's Office and chaired by the Premier. The Council's Chief Executive Officer, the Executive Director of Economic Reform within the Department of the Premier and Cabinet, and the Director of the Capital City Project Team attended as observers.

The meetings were confidential, but members agreed on matters that could be included in a public report to the Council.

Standing items for the Committee were:

- the North Terrace Precincts Redevelopment, including membership of the North Terrace Subcommittee, progress of the project, funding matters and outcomes from consultancies
- the Riverbank Precinct Development, including a regular progress report from the Project Director
- a regular report on meetings, discussions and issues raised by the Capital City Forum, and subsequent discussion on issues to be referred to the Forum for advice or information.
- a regular report on meetings of the City Coordination Group.

Other matters considered in the course of the year included:

- progress on major City developments and issues associated with any potential development site owned by the Government or the Council (this included a regular report from a working group on City assets, comprising a number of key Government and Council officers)
- the development of the *Capital City Development Program* and monitoring progress of commitments made under the program
- ways to improve safety in the City
- the review of Adelaide City Marketing and issues associated with the role of Government and the Council in effective marketing of the City of Adelaide
- trends which indicated declining numbers of rooms for accommodation for people on low incomes and how these issues were being addressed by the Government and the Council
- City urban design matters, including the preparation of urban design guidelines by the Council and Planning SA
- options to attract younger people to the city to live by providing student accommodation and developing an Under 30s Housing Strategy
- issues associated with the development and funding of improvements for the Adelaide Aquatic Centre
- formation of a City Indicators Working Group Team and the development of City indicators.

The following information is provided about some of the projects undertaken on behalf of the Committee, additional to the commitments included in the Capital City Development Program.

City Assets

There are a range of public buildings and properties in the City but regular coordination between the Government and Council concerning the development of these buildings and sites has been limited in the past.

The Capital City Committee asked that a joint working group be brought together to consider a coordinated approach to the management, development and (where agreed) disposal of City assets. The emphasis was on sites and assets which may be suitable for redevelopment and projects where effective coordination would see the best possible outcomes for the community.

In 1999-2000, all publicly owned buildings and sites in the City were identified and mapped. Of the seven priority properties highlighted with a potential for redevelopment and / or disposal urban design guidelines, public consultation, negotiations and / or development proposals were initiated for all sites in a coordinated manner.

In revising the Government Circular for the disposal of government property support was sought for there to be early consultation with local government on these properties. This was supported and included in the Circular.

City Indicators and Report Card

The Committee is pursuing more quantitative methods of measuring progress in revitalising the City. In this context, a number of recent publications have presented indicators and statistics for South Australia and some City-specific information has been published. Documents that focus on South Australia as a whole rather than just the City include:

- the South Australian Business Vision 2010 *Indicators of the State of South Australia 1999* report released in November 1999 to provide benchmarks for South Australia as a whole
- the State Government's *Directory of Statistics – 1999*, compiled by the State Statistical Priorities Committee, which summarises significant statistical information collected for or by Government agencies.

The Council and the Capital City Committee produce a regular *City Report Card*, which complements the Capital City Development Program by providing qualitative and quantitative information on progress in the City. The most recent was published in April 1999.

The Council also produces a *Social Profile of Adelaide*, a *State of the Environment Report* and an *Economic Profile of Adelaide*. These draw on a survey conducted by the Council every five years, Australian Bureau of Statistics (ABS) data, or information collected by other Government agencies or industry groups.

In 1999-2000, a City Indicators Working Group was established to further consider how indicators linked to the *Capital City Development Program* could be better identified and information collected.

City Safety

A working group was convened by the Department of the Premier and Cabinet and included the SA Police, Council, the Department of Human Services (DHS) and the Capital City Project Team.

As a result of this work, a regular meeting of a Safe City Working Group was arranged to foster collaboration and shared problem solving between the Police, the Council and DHS on City safety issues.

The Minister for Human Services and the Minister for Police and Emergency Services also met with the Committee in April 2000 to discuss these issues and other issues related to human services in the City

Student Accommodation

The Committee asked for some work to be undertaken on options for developing student accommodation in the City. A number of previous reports had been prepared under the auspices of Adelaide 21. The Committee had a concern that development of student accommodation had stalled.

Scoping work was undertaken to canvass recommendations made in the past and to establish the current status of student accommodation. Meetings were held with representatives of government agencies, the three universities, and the Council, as well as with private developers. It appeared that the universities, while of different views about the demand for additional accommodation, believed it was an important factor in attracting students to study in South Australia. Developers also had different views about the demand and economic viability of developing student accommodation in the City. However, there were heartening signs at the end of the year that a number of developments would occur, with some involvement of a tertiary institution.

As a result of these meetings a survey of international students was commissioned in conjunction with the University of SA to ascertain student preferences for accommodation. Results of the survey were due in July, 2000. Further work will be undertaken in this area.

Capital City Committee Web Site

The Capital City Committee web site went on-line in 1999-2000. The site includes information about the Committee, the Capital City Forum and major projects and events in the City. It includes copies of reports to the Adelaide City Council and a pdf version of the Capital City Development Program. The site will be further developed and extended in 2000-2001. The site averages around 3000 hits per week. The address is www.capcity.adelaide.sa.gov.au.

Business Opinion Leaders Survey

In April 2000, the Capital City Committee commissioned a survey of business opinion leaders by McGregor Tan Marketing. It repeated questions asked in a similar survey conducted in 1998 by McGregor Marketing for *Adelaide 21*. Those surveyed included members of company boards, business ambassadors, directors of peak bodies, senior university staff, managing directors of accounting and legal firms and senior public servants.

Results of the 2000 survey reinforced a 1998 conclusion that the health and vitality of the City is of particular importance to most business opinion leaders. The key finding was that many more business opinion leaders believe the competitive position of Adelaide as a whole is improving (42 per cent compared with 24 per cent in 1998). and that the competitive position of the City of Adelaide is improving (42 per cent compared with 20 per cent). 73 per cent indicated that the City is undergoing a revitalisation.

Key strengths of the City are seen as ease of access, the overall quality of the urban environment, its role as a centre of the arts and culture, the many City attractions that encourage visitors to come to Adelaide, and a relatively low cost of living.

CAPITAL CITY DEVELOPMENT PROGRAM

Introduction

The *City of Adelaide Act 1998* requires the Capital City Committee to prepare a *Capital City Development Program* for endorsement by State Cabinet and the Council and then monitor its implementation.

The program describes the vision the Government and the Council share for revitalising the City and outlines the commitments made through their programs to various elements of the strategy.

The *Capital City Development Program 1999-2000* was prepared following extensive consultation and endorsed by Cabinet and the Council. It was launched by the Premier and the Lord Mayor on 9 December 1999 at Pinky Flat on the banks of the River Torrens.

Structure of the 1999-2000 Capital City Development Program

The 1999-2000 Program built upon commitments already made, extended the range of areas in which the Committee had identified priorities, and linked these areas to budget priorities of the Government and the Council. It has four main sections.

Section 1 provided the background. It looked at the rationale behind the establishment of the Capital City Committee, its structure and function.

Section 2 outlined key themes of rejuvenation, which are the:

- **City of Creative Imagination** – with a focus on innovation, creativity and business development
- **City of Light and Style** – a City proud of its heritage, urban environment, Park Lands and environmental quality
- **Learning City** – an internationally recognised centre of excellence in education, training and research
- **Gathering Place** – a vibrant centre for metropolitan Adelaide
- **Gateway to South Australia** – the City as a welcoming base for visitors, showcasing the strengths and attractions of the State.

Section 3 highlighted the major priority projects and commitments for 1999-2000.

Section 4 looked at the bigger picture. It provided a more detailed outline of ongoing or new strategies which the Government and the Council, individually or collectively, have developed or encouraged.

A comprehensive summary of the projects, programs, activities and events being implemented or proposed in the City was included as an appendix.

Report on the Implementation of the 1999-2000 Capital City Development Program

The major initiatives to revitalise the City in 1999-2000 were:

- finalising a development framework and concept design for its North Terrace to enhance North Terrace as the pre-eminent cultural boulevard in Australia
- complementing this through investment of over \$180 million to develop public cultural, tourist and convention facilities along North Terrace including the opening of the redeveloped SA Museum and its Australian Aboriginal Cultures Gallery
- commencement of the first stage of the development of the Riverbank Precinct and the development of landscape designs for the area
- development of the West End of the City as an arts precinct including the relocation of Arts SA to the restored West's Coffee Palace, the development of artist studios and relocation of a number of other arts organisations to Hindley Street. Substantial progress was made in the development of the Roma Mitchell Arts Centre in Light Square which is nearing completion
- active promotion of the City as a retail centre, particularly through the development and marketing of Rundle Mall and the appointment of a new Rundle Mall, Manager
- continued commitment to improving Victoria Square
- encouraging mixed use and residential projects in the City including the development of the Halifax Street depot site, apartment developments and new hotels
- supporting business growth in the City through collaborative arrangements between the Council and Government, the City Vital Fund, and through the development of underutilised buildings through the Smart Buildings Strategy
- improving transport links to the City, diverting heavy vehicles from the City, improving public transport services in line with changed retail and working hours and ensuring an integrated approach to transport and movement within the City
- attracting significantly more overseas students to Adelaide through Education Adelaide

The next section of this report provides more details about progress in the City in line with the 1999-2000 Capital City Development Program for Adelaide.

City of Creative Imagination

Arts and Culture

In June 2000, the Minister for the Arts, the Hon Diana Laidlaw MLC, released *Arts+*, the Government's arts investment blueprint for 2000-05. It builds on the State's achievements and is designed to ensure Adelaide and South Australia continue to excel in arts activity, innovation and opportunity.

A strategy to create an arts precinct focused on Adelaide's West End is moving ahead, with 20 organisations moving into the area since 1998 – bringing the total to 30. Arts SA relocated to the restored West's Coffee Palace in Hindley Street in June 2000 and negotiations were held during the year with a view to the Adelaide Symphony Orchestra also relocating.

The improvement of cultural facilities – in particular those located on or near North Terrace – is a priority for the Government. In 1999-2000, the Australian Aboriginal Cultures Gallery was opened, work proceeded on the Festival Centre capital works, upgrading of the State Library's Jervois building commenced and the Roma Mitchell Arts Centre moved towards completion.

The 2000 Telstra Adelaide Festival and the Adelaide Fringe Festival were outstanding successes, as were other events and activities of note, such as the Click New Year's Eve celebration in Victoria Square and the SA Great sponsored cultural event on North Terrace on Proclamation Day.

A number of Council proposals which reinforce its commitment to reconciliation with indigenous Australians were developed over 1999-2000. They included a concept plan for a Kaurna trail, a bush tucker trail in the Park Lands and a Kaurna Signage project, as well as an Aboriginal City Life Photography project.

Business and Economic Development

In 1999-2000, 16 firms received a total of \$483,000 under the City Centre Vital Fund, a Government initiative managed and administered by the Council. Grants of up to \$50,000 are provided to businesses starting up, relocating or expanding in Adelaide to help with office fit-out, or refurbishment and plant and equipment, including telecommunications. The fund was evaluated during the year and its criteria amended to assist the strategic targeting of funds available. A subsequent evaluation of the employment outcomes for businesses receiving grants ascertained a high degree of success in contributing to increasing employment in the City. A Council survey indicated that, in relation to businesses that received grants, there was a 90 per cent increase in numbers employed between mid 1999 and March 2000.

The Council allocated \$200,000 to its Smart Buildings Program in 1999-2000 as part of a suite of initiatives designed to make Adelaide a Smart City and a successful player in the information economy. The program seeks to make office buildings more marketable – and thus improve City occupancy rates – by transforming them through such initiatives as networking with high-speed data cables. The City's first Smart Building was officially opened at 33 King William Street on 21 June 2000.

The Council's Local Area Development Program has expanded to incorporate nine groups, with the Grote Street Business Association scheduled for inclusion in 2000-01. This program helps traders, property owners and residents to jointly develop their precincts through the preparation of business plans.

During the year, Council also provided financial assistance for a "business incubator" approved for establishment in Hindley Street in 2000-01 which will also receive Commonwealth funding.

The Capital City Forum took as one of its areas of focus that of encouraging investment in the City and developing the City as a centre for the information economy. A working group was established which made a number of recommendations to the Committee to assist with the development of Adelaide by capitalising on quality of life, reinforcing and developing Adelaide as a smart city, improving collaboration within the business community and improving access to venture capital.

City of Light and Style

North Terrace

A *Development Framework* for the North Terrace Precincts Redevelopment was completed on 31 May 2000. It provides overarching strategic directions for the ongoing development of the North Terrace Precinct and in particular:

- urban design principles to inform the concept design for North Terrace
- objectives and strategies for economic development, including a positive assessment of the economic impact of implementing the strategies.

The urban design principles have been endorsed by the North Terrace Precincts Redevelopment Sub-Committee and the recommendations for economic development will be considered in 2000-2001.

Consultants for the concept design were appointed in May 2000, following a nationally advertised call for expressions of interest. The concept design focuses on the detailed design of the public areas along North Terrace and key adjoining spaces and streets.

It is anticipated that a final concept design proposal, including staging and funding, will be prepared for Cabinet and Council consideration in November 2000.

Riverbank Precinct

In March 1999, the Premier announced a plan to revitalise the Riverbank Precinct – the area defined by North Terrace, the River Torrens, the Morphett Street Bridge and King William Street. A Master Plan has been prepared for the Precinct to provide a framework to guide development initiatives; it creates a vision for this key arts, leisure and entertainment precinct and demonstrates how the precinct can be transformed into a place which will ultimately have international appeal.

The Riverbank Project is guided by a Riverbank Committee of Cabinet, which is chaired by the Treasurer, the Hon Rob Lucas MLC, and includes the Minister for Local Government, the Hon Dorothy Kotz MP, and the Minister for Tourism, the Hon Joan Hall MP. The Council is consulted on a regular basis about the project and is considering other ways in which it can further contribute to the development.

The Riverbank Precinct proposals are proceeding in an integrated way with planning work being undertaken on the North Terrace Precincts Redevelopment.

Main activity in the Riverbank Precinct includes the \$85 million extensions to the Convention Centre and the program of capital works for the Adelaide Festival Centre. Work on the extensions to the Convention Centre began in November 1999 and completion is anticipated by August 2001. The upgrading of the Adelaide Festival Centre, which incorporates key principles of the Master Plan for the Riverbank Precinct, is proceeding.

To guide future development within the precinct, a design and development study for its external spaces was initiated in 1999-2000. This study builds on the Riverbank Masterplan and adds another level of important detail and refinement for future improvements to be developed in a cohesive and integrated manner. A range of infrastructure and landscaping proposals identified in the external spaces study were considered by the Riverbank Cabinet Committee for funding and staged implementation.

City Squares and Park Lands

Following two years of extensive research and consultation, Council's Park Lands Management Strategy was launched in November 1999. It details a vision and direction for the City's Park Lands and will form the basis for Council decision making through to 2037.

The Park Lands Management Strategy will ultimately be complemented by legislation being prepared by the Government in consultation with the Council. In February 2000, the Minister for Local Government, the Hon Dorothy Kotz MP, released a discussion paper about the longer term care and management of the Park Lands and a draft Bill was prepared to respond to issues raised in the associated consultation process. It is envisaged the Bill will be introduced in the Spring 2000 sitting of Parliament.

Council undertook Stage One improvements to Victoria Square – the geographic centre of the Square Mile – in 1999-2000, with emphasis on safety and amenity. The Square is also a centre for celebrations in Adelaide and was the focus for the Click New Year's Eve celebrations. The event attracted tens of thousands of people to the Square, with many more spilling down King William Street towards North Terrace.

Landscaping to complement the completion of the Roma Mitchell Arts Education Centre in Light Square will be undertaken by the Council and is scheduled for completion by the end of 2000.

Environmental Management

Adelaide was the international host city for the United Nations World Environment Day on 5 June 2000, the first time the event has been hosted in the Asia Pacific region.

A number of initiatives in the environmental management sphere also were undertaken by the Council in 1999-2000, including:

- the start of a five-year joint project with the Torrens Catchment Management Board to install gross pollutant traps in stormwater entries to waterways to prevent larger pollutants entering waterways
- community education programs to reduce pollution in water catchments
- completion of an inventory/forecast of greenhouse gas emissions as part of the establishment of energy consumption targets (as part of the Council's participation in the national Cities for Climate Protection program)
- a revision of Council's *Environmental Management Plan – Local Agenda 21*, which was endorsed in May 2000.

The Gathering Place

Aboriginal Reconciliation

The City was the focus for Aboriginal reconciliation in South Australia on 12 June 2000 when tens of thousands of people marched through the streets of Adelaide in support for reconciliation. In an event organised by Australians for Reconciliation, they marched over the King William Street bridge, crossing the River Torrens to Elder Park where they were addressed by a variety of speakers.

In addition to supporting a whole range of practical programs to address specific Aboriginal issues, the State Government is committed to supporting and leading reconciliation with indigenous Australians.

A number of Council proposals to recognise the Kaurna heritage of the City were developed over 1999-2000. They included a concept plan for a Kaurna trail, a bush tucker trail in the Park Lands and a Kaurna Signage project, as well as an Aboriginal City Life Photography project.

City Retailing

A new Rundle Mall Management Office established in 1999-2000 is vigorously promoting the Mall to a wide audience, and a Rundle Mall Manager has been appointed to head the Management and Marketing team. Marketing strategies include increasing customer traffic, working closely with retailers as partners, and presenting the Mall favourably to customers and visitors.

The most significant marketing element is the introduction of monthly customer newsletters delivered to 60,000 homes within 5 kilometres of the mall. Major promotional events such as Christmas and fashion campaigns are supported with over 100,000 catalogues to increase frequency of customer visits to the City and attract new customers.

Construction is nearing completion on Adelaide Central Plaza, a major retail complex with frontages to Rundle Mall and North Terrace, which will contain a total trading area of 31,500 square metres. The complex consists of a five-level David Jones department store of 26,000 square metres (including a food hall) and 40 specialty shops, many new to Adelaide.

The opening of the new complex in September, combined with the successful promotional activities of the Rundle Mall Management Office, will see the Mall enter a new era, and its contribution to City revitalisation will increase considerably.

Changes to public transport arrangements outlined in the Access and Movement section of this report, including changes to safety and security measures, will also assist patronage of the City as a retail destination.

Furthermore, the anticipated endorsement of the Adelaide City *Council's Movement Systems Strategy*, which was developed over 1999-2000, will contribute to the City's success as a retail destination. The strategy will have an emphasis on:

- ensuring an adequate supply of convenient and reasonably priced car parking for visitors and City businesses
- working with the Passenger Transport Board to support its role as a provider of public transport
- providing a more clearly defined and recognised network of City streets
- ensuring the City is convenient, safe and enjoyable for pedestrians
- establishing and maintaining a cycle network in the City.

City Living

There has been a dramatic increase in the number of people who want to live in the City in recent times and this has been reflected in increases in residential development activity around the City. During 1999-2000, new and proposed residential development in Adelaide's Square Mile reached record levels; by the middle of 2000 some 250 dwellings and serviced apartments were being built and about 900 had planning consent.

The Council's support for residential development in the City in 1999-2000 is particularly important in this regard, through recent amendments to its Development Plan, by its focus on implementing improvements to the urban environment, through working with developers to facilitate new housing and by finalising a *Movement Systems Strategy* to ensure that the impact of access and movement decisions on residential development is thoroughly considered.

Furthermore, the Government also supports increasing levels of residential development in the City and appropriate parts of the metropolitan areas through its emphasis on urban regeneration. The Government is encouraging debate on this complex issue with a view to implementing a systematic approach to "breathing life" into Adelaide's established areas, including the City of Adelaide, based on extensive community consultation.

Nevertheless, access to housing in the City for a wide range of groups has become an issue, because there is some evidence that new accommodation is mainly being taken up by some of the more affluent sections of the community.

Accordingly, in 1999-2000 the Capital City Committee considered issues around student housing in Adelaide. It endorsed a recommendation to seek advice concerning perceived barriers to providing student accommodation in Adelaide and what opportunities there may be to encourage the development of such accommodation without substantial subsidies. The Committee then identified the need for an audit of available student accommodation and to accurately establish the number of overseas students studying in Adelaide and their accommodation requirements.

The Committee is also considering the City housing needs of people under 30 and the general need for more affordable housing in the City. In order for the City to be vibrant it needs to support a diverse residential population and further work in this area will be undertaken in 2000-2001.

Safety in the City

The Committee asked that issues of city safety be explored by a group coordinated by the Department of Premier and Cabinet. A Safe City Working Group was ultimately endorsed to provide a point of coordination between key agencies with a responsibility or role in City Safety and to take a cooperative and practical to approach when issues arise.

A number of other initiatives were implemented, including:

- employment of caretakers by the Council to provide a continuous presence in Victoria Square during business hours
- creation of a drug/alcohol and mental health outreach agency, the City Homeless Assessment and Support Team (CHAST), which is funded by the State Government
- ensuring that Council's community service staff work with CHAST and the Police to respond to information about behavioural problems
- Council's Alcohol Management Plan for the City.

Human Services

In 1999-2000 human services projects in the City included:

- the Department of Human Services (DHS) providing over \$5 million to homeless services in the inner City
- further development of advocacy, outreach and case management services for homeless people in the City, provided through CHAST and additional funding to employ two Aboriginal outreach workers to the CHAST team
- Council's Drug and Alcohol Management Plan
- extension of the Meals Services at Hutt Street and Westcare Day Centres
- preliminary work on a proposed Welcoming City Program to promote the City as a welcoming environment for visitors and to encourage the provision of low cost, accessible and secure amenities for visitors

The Human Services Partnership between the DHS and the Council developed during 1999-2000. A formal agreement was reached in May 2000 on the strategic approach to be taken and on a more immediate action plan, which will be renegotiated every 12 months.

Recreation and Sport

The City of Adelaide is a focus for South Australian sport and recreation with its considerable investment in infrastructure. Major recreational and sporting events are held here and it is a centre of celebration for South Australia's sporting achievements. Important additions to the City's recreational and sporting infrastructure in 1999-2000 included:

- completion of the new Memorial Drive Tennis Centre in November 1999, including an upgrading of the centre court stadium and redevelopment of the Centre, incorporating indoor tennis courts, squash courts, pool facilities and a fitness centre
- upgrading of existing stables at the Victoria Park Racecourse in the East Park Lands (completed in November 1999)

- the start of work (in February 2000) on the City Skate Park, a new recreational facility for young people on North Terrace
- upgrading the Adelaide Aquatic centre timing equipment and redeveloping the diving area to cater for synchronised diving.

Sporting events held in the City in 1999-2000 included the:

- Tour Down Under cycle race, which is held in various South Australian locations but with a City focus (January 2000)
- Clipsal 500 Adelaide V8 motor race held on the City's street racing circuit (April 2000)
- 7th Australian Masters Games (September-October 1999)
- Golden Oldies World Rugby Festival (October 1999)
- Adelaide International Horse Trials (November 1999)
- Test cricket (December 1999) and international one-day cricket (January 2000).

City Access and Movement

The responsibility for access and transport issues in the City is shared between the Government and the Council. The Government coordinates public transport services to and within the City and is responsible for road development and maintenance outside the Park Lands boundary. The Council is responsible for roads within the Park Lands boundary and also owns and operates many of the City's car parks.

In 1999-2000, Transport SA continued work on the \$20 million Adelaide Better Roads project, which will ultimately assist traffic movement into and around the City. The project includes improvements to the inner-city ring route that commences at the gateway end of Glen Osmond Road and flows into Fullarton Road, Dequetteville Terrace, Hackney Road, Robe Terrace, Fitzroy Terrace and Churchill and Torrens Roads. Some of the achievements in 1999-2000 included:

- work on a master plan for Glen Osmond Road as a "gateway" into the City of Adelaide
- significant upgrading work along Hackney Road
- planning and preliminary design work on the proposed upgrading of Robe Terrace.

Successful tenders for the delivery of Adelaide's metropolitan bus services to the year 2010 were announced by the Minister for Transport and Urban Planning, the Hon Diana Laidlaw MLC, in January 2000. In February, a major security and safety upgrading of Adelaide's metropolitan train, tram and bus services was also announced. These initiatives were part of the Passenger Transport Board's development plan for public transport, which relates to metropolitan Adelaide as a whole but specifically deals with public transport services to and from the City.

In addition, it is envisaged that the City of Adelaide's *Movement Systems Strategy* to address City car parking, transport and pedestrian issues will be finalised this year.

The Learning City

Education Industry

The education industry has the potential to make a major contribution to Adelaide's economic development. Adelaide is the ideal place to get an education – with two universities in the City centre, it is accessible and the cost of living is generally lower than other capital cities in Australia. Adelaide is safe compared with other cities, there is a tradition of high educational standards and graduates of Adelaide's educational institutions are sought for their skills and training.

However, Adelaide has underperformed relative to other mainland capital cities. With this in mind, the Council, the Government and the universities established Education Adelaide to promote Adelaide as an education centre, and to accelerate the growth of South Australia's education export industry to benefit the State's education providers, the local economy, and the City.

Since its establishment in 1998 overseas student numbers in educational institutions are starting to increase.

Fostering the development of Adelaide as an education centre will benefit the overall activity and vibrancy of the City. Establishing effective links between education institutions, business and the community will also be critical for our future competitiveness in the new economy.

1999-2000 was the year for the inaugural Festival of Ideas. The Festival brought together eminent people from overseas, interstate and South Australia for three days of discussion about important issues. It was an outstanding success and the Government has made a commitment to support the Festival as a biennial event.

The Capital City Forum support the importance of developing the education industry in Adelaide and made a number of recommendations to the Committee in this area.

Gateway to SA

Sydney 2000 Olympics

The Government and the Council actively promoted the advantages of the City as a recreational and sporting destination in the lead up to the Sydney 2000 Olympics and negotiated Olympic spin-off opportunities for Adelaide which encompassed the City.

Greater metropolitan Adelaide was promoted as an ideal pre-Games training location. Accordingly, a number of athletes were in Adelaide prior to competing in Sydney to acclimatise and train in Australian conditions. This included use of the Adelaide Aquatic Centre for swimming and diving preparations and the Adelaide Super Drome for cyclists.

Tourism and Conventions

In 1999-2000 a number of attractions for visitors from within South Australia, interstate or overseas were developed. These included:

- the opening in March 2000 of the South Australian Museum Australian Aboriginal Cultures Gallery, the largest permanent exhibition of Australian Aboriginal culture in the world
- the commencement in May 2000 of upgrading work on the Jervois Building, which houses the Mortlock Library, as part of an overall redevelopment of the State Library
- upgrading of the Adelaide Festival Centre to improve the facility as a performing arts centre for the wider community.

The Adelaide Convention and Tourism Authority (ACTA) is a membership-based, not-for-profit organisation established to attract conferences. According to ACTA, Sydney, Melbourne and then

Adelaide are first, second and third respectively in Australia, in terms of numbers of conference delegates attracted and numbers of conferences won. ACTA are keen to improve our performance in this area.

In this regard, in November 1999 extensions to the Adelaide Convention Centre were initiated as one of the first projects to proceed under the Riverbank Master Plan. The extensions will provide additional exhibition space, enabling the Convention Centre to host more major conferences.

The National Wine Centre is a joint venture between the State Government, the Commonwealth and the Australian wine industry that will include an international standard rose garden and a new eastern entrance to Adelaide's Botanic Gardens. It is envisaged that the wine centre will be a major tourist attraction and will complement existing attractions such as the Botanical Gardens and the Bicentennial Conservatory.

The 2000 Telstra Adelaide Festival and the Adelaide Fringe Festival were major arts events conducted in 1999-2000.

Some of the more significant sporting events held in the City in 1999-2001 included the Tour Down Under cycle race, the Clipsal 500 Adelaide V8 motor race, the 7th Australian Masters Games, the Golden Oldies World Rugby Festival and the Adelaide International Horse Trials.

Priorities for 2000-2001

1999- 2000 was the first full year of operation of the Capital City Committee. It has already had important benefit for the City in allowing for regular dialogue between the Council and Government. It also is a model for cooperative intergovernmental relations – and more generally for the spirit of collaboration and cooperation important to the successful development of the City and the State.

For next year the Government and the Council will:

- develop a Capital City Development Program for 2001
- develop a three to five strategy for the development of Adelaide
- facilitate a consistent positioning of Adelaide and the development of an agreed image and identity for the City, in cooperation with major marketing organisations in South Australia
- identify opportunities to further develop Adelaide as an education centre in cooperation with the education sector
- identify opportunities to progress Aboriginal Reconciliation, in the development of the City
- encourage more student housing in the City and more affordable housing for under 30's age group
- further joint Council and Government development of publicly owned assets in the City
- support further debate and discussion about city development and urban design and the links between urban design and economic vitality
- improve access for business to venture capital
- complete the concept design for the North Terrace Redevelopment
- further develop the Riverbank Precinct
- implement initiatives which result from the joint Council and Government approach to City safety.
- develop Adelaide as a Smart City and explore opportunities to enhance Adelaide's participation in the information economy

APPENDIX A

Section 10. (1) of the *City Of Adelaide Act 1998*

‘The Capital City Committee is established as an intergovernmental body to enhance and promote the development of the City of Adelaide as the Capital City of the State and, for that purpose, may—

- Identify and promote key strategic requirements for the economic, social, physical and environmental development and growth of the City of Adelaide as the primary focus for the cultural, educational, tourism, retail and commercial activities of South Australia
- Promote and assist in the maximisation of opportunities for the effective coordination of public and private resources to meet the key strategic requirements identified by the Committee, and recommend priorities for joint action by the State Government and the Adelaide City Council (within established budget processes and programs)
- Monitor the implementation of programs designed to promote the development of the City of Adelaide
- Make provision for the publication (as appropriate) of key strategies, goals and commitments relevant to the development and growth of the City of Adelaide that have been agreed by the parties who are (or will be) required to undertake responsibility for their implementation or delivery
- Collect, analyse and disseminate information about the economic, social, physical and environmental development of the City of Adelaide, with particular emphasis on assessing outcomes and identifying factors that will encourage or facilitate future development within the City of Adelaide
- Take on other tasks incidental to the preceding paragraphs.’

APPENDIX B

Capital City Forum – Terms of Reference

The following terms of reference to guide the activities of the Forum were endorsed by the Capital City Committee.

- ‘The role of the Capital City Forum is to assist the Capital City Committee to enhance and promote the economic, social, physical and environmental development and growth of the City of Adelaide, by:
- Identifying factors which might facilitate or impede future development in the City of Adelaide
- Assisting the Committee to understand the links between various City activities and the relationships between the City, the broader metropolitan area and the State
- Canvassing new ideas for the economic, social, physical and environmental growth and development of the City
- Providing advice to the Capital City Committee on the effectiveness of specific programs or projects designed to promote the growth and development of the City of Adelaide
- Sharing information about general conditions and trends in the City
- Providing advice on development opportunities, needs and potential joint State-Council strategic priorities
- Providing regular feedback on general progress toward City development objectives.’

APPENDIX C

Membership of the Capital City Forum

Robyn Archer Director, Adelaide Festival of Arts
Resigned from Forum - May 2000.

Ms Kate Brennan Chief Executive Office, Adelaide Festival Centre
Member, Forum 'Image and Identity' Working Group

Mr Michael Brock Managing Director, Brock Partners Real Estate.
Resigned from Forum - May 2000

Mr Keith Conlon Media Personality, Channel 9
Member, Forum 'Image and Identity' Working Group

Ms Helen Dyer President of the Royal Australian Institute of Planners SA Chapter
Convenor, Forum 'Policy and Strategy' Working Group

Ms Gael Fraser Principal, Gael Fraser and Associates Pty Ltd
Member, Forum 'Policy and Strategy' Working Group

Mr Marty Gauvin Chief Executive Officer, Hostworks
Member, Forum 'Investment in the City' Working Group

Mr Jim Hazel Principal, EquityOne Pty Limited
Member, Forum 'Investment in the City' Working Group

Ms Jane Jose General Manager Corporate Strategy Hassells
Member, Forum 'Image and Identity' Working Group

Mr David Klingberg Chancellor, University of South Australian
Convenor, Forum Education Industry Working Group

Ms Peggy Lau-Flux Immediate past President Asia-Pacific Business Council for Women Inc
Member, Forum Education Industry Working Group
Member, Forum 'Investment in the City' Working Group

Professor Michael Lennon Chair, Australian Housing and Urban Research Institute. Resigned March 2000.

Chair, Capital City Forum July 1999- March 2000

Member, Forum 'Policy and Strategy' Working Group

Member, Forum Education Industry Working Group

Mr Bruce Linn Chief Executive Officer, Camtech SA Pty Ltd.

Member, Forum Education Industry Working Group

Mr Greg Mackie Director Imprints Booksellers

Member, Forum Education Industry Working Group

Mr Bill Manos Director Mancorp Pty Ltd.
Chair, Capital City Forum March 2000 -

Member, Forum 'Policy and Strategy' Working Group

Professor Mary O'Kane Vice-Chancellor of the University of Adelaide.

Member, Forum Education Industry Working Group

Ms Kirstie Parker Director Tandanya

Mr Stephen Richards Chief Executive Officer, Methodist Central Mission

Member, Forum 'Policy and Strategy' Working Group

Mr Phillip Styles Managing Director of Phillip Styles Marketing Pty Ltd.

Member, Forum 'Image and Identity' Working Group

Mr Mike Terlet Economic Development Director, United Water International
Resigned February 2000.

Ms Ruth Tulloch Vietnamese Outreach Worker, Vietnamese Community Centre in Australia

Mr David Woolford State President of the Property Council of SA and Managing Director of Knight Frank (SA) Pty Ltd
Convenor, Forum 'Investment in the City' Working Group

Mr Stephen Young Executive Chairman Equity & Advisory Limited
Convenor, Forum 'Image and Identity' Working Group

APPENDIX D

Membership of the North Terrace Sub-Committee of the Capital City Committee (as at June 2000)

The Right Honourable Alfred Huang (Co-Chair)

*Lord Mayor
City of Adelaide*

Hon Dorothy Kotz MP (Co-Chair)

Minister for Local Government and Minister for Aboriginal Affairs

Ms Jude Munro

*Chief Executive Officer Corporation
City of Adelaide*

Mr Rod Payze

*Chief Executive Officer
Department of Transport, Urban Planning & Arts*

Professor Steve Hamnett

*Professor of Planning
University of SA*

Professor Judith Brine

*Pro Vice Chancellor (Special Projects)
University of Adelaide*

Mr Michael Harbison

*Councillor
City of Adelaide*

Dr Andrew Scott

*Director Project Coordination
Department of Industry & Trade*

Mr Stephen Young

*Executive Chairman
Equity and Advisory Ltd*

Ms Debra Contala

*Director
State Library Redevelopment*

APPENDIX E

Membership of the City Coordination Group in 1999-2000

Mr Richard Angove (*Department of Premier and Cabinet*)

Ms Robyn Batten (*Adelaide City Council*)

Mr John Chapman (*Department of Premier and Cabinet*)

Mr Manuel Delgado (*Department of Administrative and Information Services, Major Projects*)

Mr Peter Dungey (*Planning SA*)

Mr Bob Fidock (*Adelaide City Council*)

Mr Simon Forrest (*Office for Recreation & Sport*)

Mr John Harry (*Adelaide City Council*)

Mr Doug Hayes (*Adelaide City Council*)

Mr Peter Hollister (*Passenger Transport Board*)

Ms Vanessa Little (*Department of Administrative and Information Services, Information Economy Policy Office*)

Mr Jerome Maguire (*Justice Department*)

Ms Mary Marsland (*Department of Administrative and Information Services*)

Dr Brian Morley (*Botanic Gardens*)

Ms Jude Munro (*Adelaide City Council*)

Mr Neil Nosworthy (*Department of Treasury and Finance*)

Ms Heather Parkes (*Department of Premier and Cabinet*)

Mr Rob Richards (*Transport SA*)

Ms Julie-Ann Riedstra (*Department of Education, Training and Employment*)

Mr Sandy Rix (*North Terrace Precincts Redevelopment Project*)

Dr Andrew Scott (*Department of Industry & Trade*)

Mr Malcolm Snow (*Adelaide City Council*)

Mr Ron Tomlian (*Adelaide City Council*)

Mr Terry Tysoe (*Department of Administrative and Information Services, Major Projects*)

Ms Lyn Wilkinson (*Adelaide City Council*)

Ms Jill Whitehorn (*Department of Human Services*)