



COUNCIL

Agenda and Reports

for the meeting on

Tuesday, 23 June 2026

at 5.30 pm

in the Council Chamber, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

Members: The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (Presiding)
 Deputy Lord Mayor, Councillor Noon
 Councillors Abrahamzadeh, Cabada, Couros, Davis, Freeman, Giles, Maher, Martin,
 Dr Siebentritt and Snape

Agenda

Item	Pages
1. Acknowledgement of Country The Lord Mayor will state: ‘The City of Adelaide acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.’	
2. Acknowledgement of Colonel William Light The Lord Mayor will state: ‘The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia’s planning heritage.’	
3. Prayer The Lord Mayor will state: ‘We pray for wisdom, courage, empathy, understanding and guidance in the decisions that we make, whilst seeking and respecting the opinions of others.’	
4. Pledge The Lord Mayor will state: ‘May we in this meeting speak honestly, listen attentively, think clearly and decide wisely for the good governance of the City of Adelaide and the wellbeing of those we serve.’	
5. Memorial Silence The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.	
6. Apologies and Leave of Absence Apologies – Councillor Abrahamzadeh Leave of Absence - Deputy Lord Mayor, Councillor Noon and Councillor Freeman	

7. Confirmation of Minutes - 9/6/2026

That the Minutes of the meeting of the Council held on 9 June 2026, be taken as read and be confirmed as an accurate record of proceedings, subject to the inclusion of the attached letter from Renew Adelaide, tabled by Councillor Freeman during Item 19.2 – Councillor Cabada – MoN – Additional AEDA Funding for City Activation, West End Growth and the Night-Time Economy.

View public 9 June 2026 Minutes [here](#).

8. Declaration of Conflict of Interest

9. Deputations

Granted at time of Agenda Publication – 19/6/2026

Nil

10. Petitions

Nil

Recommendation/Advice from Committee/s

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In accordance with sections 90(2),(3) and (7) of the *Local Government Act 1999 (SA)* Council will consider whether to discuss in confidence the reports contained within section 23 of this Agenda.

Confidential Recommendation/Advice from Committee/s

23. Confidential Recommendation of the Infrastructure and Public Works Committee - 16 June 2026 [s 90(3) (h)] 418 - 440
24. **Closure**

Recommendations of the CEO Performance Review Panel - 1 June 2026

Tuesday, 23 June 2026

Council

Strategic Alignment - Our Corporation

Program Contact:

Rebecca Hayes, Associate
Director Governance & Strategy

Public

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The CEO Performance Review Panel considered the following items at its meeting held on 1 June 2026 and resolved to present to Council the following recommendations for Council determination:

Item 5.1 – 2025/26 Q3 CEO KPI Progress Report

Item 5.2 – Draft 2026/27 CEO Performance KPIs

RECOMMENDATION

1. **Recommendation 1 – Item 5.1 – 2025/26 Q3 CEO KPI Progress Report**

THAT COUNCIL

1. Receives and notes the KPI progress report as contained in Attachment A to Item 5.1 on the agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026, outlining progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators.

2. **Recommendation 2 – Item 5.2 – Draft 2026/27 CEO Performance KPIs**

THAT COUNCIL

1. Approves that the Chief Executive Officer's performance for the 2026/27 financial year will be assessed against:
 - 1.1. The achievement of the Draft Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 5.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026 subject to the KPI 1 minor amendments:

'Development of City Vision.

Lead the development, community engagement and Council endorsement of a contemporary longer term City Vision by June 2027. This vision would underpin the development of councils next Strategic Plan(s) that also recognises the need for a mechanism for adaptability in an environment of change.'
 - 1.2. The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

DISCUSSION

1. The CEO Performance Review Panel met on Monday 1 June 2026.
2. The Agenda and reports for the meeting can be viewed [here](#).
3. Where the resolution of the Panel differs from the recommendation published in the Panel Agenda, the Panel's recommendation to the Council is listed first with the original recommendation provided in grey and italics.
4. The following matter was the subject of deliberation:
 - 4.1. Item 5.1 – 2025/26 Q3 CEO KPI Progress Report

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the KPI progress report as contained in Attachment A to Item 5.1 on the agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026, outlining progress against the Chief Executive Officer's endorsed 2025/26 Key Performance Indicators.

- 4.2. Item 5.2 – Draft 2026/27 CEO Performance KPIs

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves that the Chief Executive Officer's performance for the 2026/27 financial year will be assessed against:
 - 1.1. The achievement of the Draft Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 5.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026 subject to the KPI 1 minor amendments:
*'Development of City Vision.
Lead the development, community engagement and Council endorsement of a contemporary longer term City Vision by June 2027. This vision would underpin the development of councils next Strategic Plan(s) that also recognises the need for a mechanism for adaptability in an environment of change.'*
 - 1.2. The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.

THAT THE CEO PERFORMANCE REVIEW PANEL RECOMMENDS TO COUNCIL

THAT COUNCIL

1. *Approves that the Chief Executive Officer's performance for the 2026/27 financial year will be assessed against:*
 - 1.1. *The achievement of the Draft Key Performance Indicators aligned to the relevant Key Result Areas in the CEO Position Description and contained in Attachment A to Item 5.2 on the Agenda for the meeting of the CEO Performance Review Panel held on 1 June 2026.*
 - 1.2. *The outcomes of an appropriate 360-degree survey instrument, including Council Members, senior staff and external stakeholders.*

DATA AND SUPPORTING INFORMATION

Link 1 – CEO Performance Review Panel Agenda – 1 June 2026

ATTACHMENTS

Nil

- END OF REPORT -

Audit and Risk Committee Meeting Report - 12 June 2026

Tuesday, 23 June 2026
Council

Strategic Alignment - Our Corporation

Program Contact:
Rebecca Hayes, Associate
Director Governance & Strategy

Public

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The Audit and Risk Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference. The Committee acts to facilitate informed decision making in relation to the discharge of Council's legislative responsibilities and duties.

The Audit and Risk Committee is required to report to Council after every meeting.

This report presents the outcomes of the Audit and Risk Committee meeting of 12 June 2026 ([Link 1](#)).

RECOMMENDATION

THAT COUNCIL

1. Notes that the Audit and Risk Committee met on 12 June 2026.
-

DISCUSSION

1. The Audit and Risk Committee met on Friday, 12 June 2026 and considered the following items:
 - 1.1. Workshop - 2026/27 Long Term Financial Plan (LTFP) Roadmap
 - 1.2. Interim Report on the 2025/26 External Audit
 - 1.3. Internal Audit Scopes
2. The Audit and Risk Committee also deliberated on the following Confidential Items:
 - 2.1. Confidential Interim Report on the 2025/26 External Audit [s 90(3) [(e)]
 - 2.2. Internal Audit Report - Payment Card Industry (PCI) Compliance Review and Penetration Testing Internal Audit [s 90(3) [(e)]
3. The public component of the Agenda with reports for the meeting can be viewed at [Link 1](#).
4. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.

Resolutions of the Committee

5. Item 6.2 - Interim Report on the 2025/26 External Audit
THAT THE AUDIT AND RISK COMMITTEE
 1. Notes the Interim Report on the 2025/26 External Audit as contained in Attachment A on Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026.
6. Item 6.3 - Internal Audit Scopes
THAT THE AUDIT AND RISK COMMITTEE
 1. Notes the Commercial Revenue Process Review Internal Audit scope as contained in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026.

Original Recommendation as printed in the Audit and Risk Committee Agenda

THAT THE AUDIT AND RISK COMMITTEE

1. *Notes the Commercial Revenue Process Review Internal Audit scope as contained in Attachment A to Item 6.3 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026 and provides the following feedback:*
 - 1.1. _____
 - 1.2. _____
7. Item 11.1 - Confidential Interim Report on the 2025/26 External Audit [s 90(3) [(e)]
THAT THE AUDIT AND RISK COMMITTEE
 1. Notes the confidential items in the Interim Report on the 2025 External Audit as contained in Attachment A on Item 11.1 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026.
 2. In accordance with Section 90 (e) of the *Local Government Act 1999* (SA) and on the grounds that Item 11.1 (Interim Report on the 2025/26 External Audit) listed on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026 was received, discussed and considered in confidence pursuant to Section 90 (3) (e) of the *Local Government Act 1999* (SA), this meeting of the Audit and risk Committee, do order that:
 - 2.1. The report, Attachment A and discussion of the meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2027.
 - 2.2. The confidentiality of the matter be reviewed in December 2026.

8. Item 11.2 - Internal Audit Report - Payment Card Industry (PCI) Compliance Review and Penetration Testing Internal Audit [s 90(3) [(e)]

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Payment Card Industry Data Security Standard, Self-Assessment Questionnaire D for Merchants and Attestation of Compliance report provided as contained in **Attachment A** to Item 11.2 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026.
2. Notes the Technical Testing Services Report as contained in **Attachment B** to Item 11.2 on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026.
3. In accordance with Section 91 (7) & (9) of the *Local Government Act 1999* (SA) and on the grounds that Item 11.2 (Confidential Payment Card Industry (PCI) Compliance Review and Penetration Testing Internal Audit) listed on the Agenda for the meeting of the Audit and Risk Committee held on 12 June 2026 was received, discussed and considered in confidence pursuant to Section 90 (3) (e) of the *Local Government Act 1999* (SA), this meeting of the Audit and Risk Committee, do order that:
 - 3.1. The resolution and Attachment A becomes public information and included in the Minutes of the meeting.
 - 3.2. The report, Attachment B and discussion of the meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2027.
 - 3.3. The confidentiality of the matter be review in December 2026.
 - 3.4. The Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been received.

DATA AND SUPPORTING INFORMATION

Link 1 - [Public Agenda for Audit and Risk Committee on Friday, 12th June, 2026, 9.00 am - City of Adelaide](#)

ATTACHMENTS

Nil

- END OF REPORT -

Recommendation of the City Finance and Governance Committee – 16 June 2026

Tuesday, 23 June 2026
Council

Strategic Alignment – Our Corporation

Program Contact:
Rebecca Hayes, Associate
Director Governance and
Strategy

Public

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Items at its meeting held on 16 June 2026 and resolved to present to Council the following recommendation for Council determination:

- Item 7.1 – 2026/27 Business Plan & Budget - Final for Approval

RECOMMENDATION

1. **Recommendation 1** – Item 7.1 - 2026/27 Business Plan & Budget - Final for Approval

THAT COUNCIL:

1. In accordance with Section 123 of the Act and Regulation 6 of the *Local Government (Financial Management) Regulations 2011* (the Financial Management Regulations), and
2. Having considered in accordance with Section 123(6) of the Act:
 - a. all submissions made to the Council during the public consultation period; and
 - b. the following new or revised information in the possession of the Council that is relevant to the material contained in the Draft Business Plan,

adopts the 2026/27 Business Plan set out in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026 noting that there are no significant changes to the 2026/27 Business Plan following internal review and public consultation throughout May 2026.
3. In accordance with Section 123 of the Act and Regulation 7 of the Financial Management Regulations, adopts the 2026/27 Budget set out in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026 which the Council has considered in conjunction with and determined to be consistent with the Council's Business Plan.
4. Approves the 2026/27 Budget delivering an operating surplus of \$4.976 million.
5. Approves the 2026/27 Budget with projected borrowings of \$81.344 million at the end of 2026/27.
6. Approves the 2026/27 Budget delivering a capital program of \$111.422 million of which \$68.825 million in renewal works will deliver an Asset Renewal Funding Ratio of 94.6%.
7. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Adelaide Central Market Authority provided as Attachment B to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.
8. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.
9. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Kadaltilla / Adelaide Park Lands Authority provided as Attachment D to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.

10. Notes the 2026/27 Business Plan and Budget includes a capital allocation of \$0.320 million and \$0.179 million operating contribution for Brown Hill Keswick Creek Stormwater Board (Regional Subsidiary).
 11. Authorises the Chief Executive Officer to make any necessary changes to the 2026/27 Business Plan & Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.
-

DISCUSSION

1. The City Finance and Governance Committee met at a meeting of the Committee on Tuesday 16 June 2026. The Agenda with public reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matter was the subject of deliberation:

3.1. Item 7.1 – 2026/27 Business Plan & Budget - Final for Approval

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. In accordance with Section 123 of the Act and Regulation 6 of the Local Government (Financial Management) Regulations 2011 (the Financial Management Regulations), and
2. Having considered in accordance with Section 123(6) of the Act:
 - a. all submissions made to the Council during the public consultation period; and
 - b. the following new or revised information in the possession of the Council that is relevant to the material contained in the Draft Business Plan,

adopts the 2026/27 Business Plan set out in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026 noting that there are no significant changes to the 2026/27 Business Plan following internal review and public consultation throughout May 2026.
3. In accordance with Section 123 of the Act and Regulation 7 of the Financial Management Regulations, adopts the 2026/27 Budget set out in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026 which the Council has considered in conjunction with and determined to be consistent with the Council's Business Plan.
4. Approves the 2026/27 Budget delivering an operating surplus of \$4.976 million.
5. Approves the 2026/27 Budget with projected borrowings of \$81.344 million at the end of 2026/27.
6. Approves the 2026/27 Budget delivering a capital program of \$111.422 million of which \$68.825 million in renewal works will deliver an Asset Renewal Funding Ratio of 94.6%.
7. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Adelaide Central Market Authority provided as Attachment B to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.
8. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Adelaide Economic Development Agency provided as Attachment C to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.
9. Approves the 2026/27 Business Plan & Budget for Council's Subsidiary Kadatilla / Adelaide Park Lands Authority provided as Attachment D to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held 16 June 2026.
10. Notes the 2026/27 Business Plan and Budget includes a capital allocation of \$0.320 million and \$0.179 million operating contribution for Brown Hill Keswick Creek Stormwater Board (Regional Subsidiary).
11. Authorises the Chief Executive Officer to make any necessary changes to the 2026/27 Business Plan & Budget document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

For ease, Attachments A, B, C & D relating to Recommendation 1, Item 7.1, have been included at the end of this recommendation report.

4. The Committee also noted a report on funding models for Main Street precincts.

DATA AND SUPPORTING INFORMATION

Link 1 – City Finance and Governance Committee Agenda

ATTACHMENTS

- END OF REPORT -

2026/27 Business Plan & Budget



Kaurna Acknowledgement

City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise the deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

City of Adelaide tampinhi, ngadlu Kaurna yartangka panpapanpalyarrinhi (inparrinhi). Kaurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi. Yalaka Kaurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinhi.

Our City

The City of Adelaide is the heart of the state’s civic, cultural and commercial life.

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is known for being a liveable city that is progressive, resilient, bold, trailblazing and enterprising.

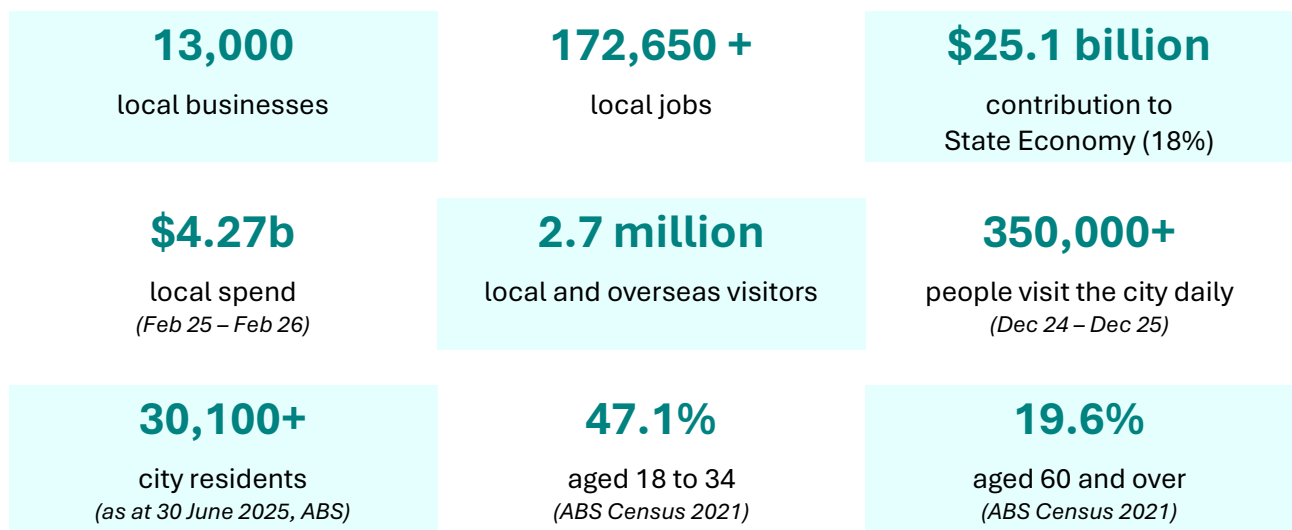
From the National Heritage Listed Adelaide Park Lands that breathe life into our city, to our culturally diverse neighbourhoods, unique and easy to get around precincts, year-round events and activations, world-class educational institutions, a vibrant dining scene and international recognition as a UNESCO City of Music, the City of Adelaide offers an unparalleled quality of life.

Our City is home to approximately 30,000 residents. From 2024 to 2025 the City of Adelaide had one of the highest residential population growth rates of any council in South Australia at 3.2%. This growth underpins Council’s aspiration for a growing city population, targeting 50,000 residents by 2036 and is reflected by the ongoing confidence by government and private developers’ pipeline of future residential and student housing developments proposed for the CBD and North Adelaide.

The city’s vibrant atmosphere is unmistakable, nurturing inclusivity and connectivity within its diverse population, which includes individuals of all ages, from the young to the young-at-heart. Adelaide’s appeal extends far and wide, inviting everyone to be a part of its rich tapestry of experience, as reflected by the over 350,000 daily visitors.

Businesses continue to grow and thrive, with almost 13,000 enterprises in the City supporting over 172,000 local jobs. The City’s reputation as the economic ‘engine’ and innovation capital of the State is reflected by the City’s contribution of 18% to the state’s economic prosperity. Reflecting the city’s economic vitality and diversity, the largest employment industries are professional, scientific and technical services; public administration and safety; health care and social assistance and financial and insurance services.

Our City at a glance:



Our Adelaide

Bold. Aspirational. Innovative.

The 2026/27 Business Plan and Budget is the key annual operational and financial planning document for the City of Adelaide. It describes the priorities, programs, services and projects that we plan to deliver, our sources of revenue, financial levers, long term sustainability and how we propose to allocate our budget in the coming year.

In 2026/27 Council will continue to support the delivery of its Strategic Plan 2024-2028. Our diverse range of strategies will continue to focus on repairing our budget after continued financial pressures that have impacted our ability to renew assets, upgrade infrastructure and provide core community services. Council will continue to support our subsidiaries Kadaltilla / Adelaide Park Lands Authority, Adelaide Central Market Authority and the Adelaide Economic Development Agency.

This plan delivers on Year 3 of the Strategic Plan 2024-2028 and Council has provided a list of priorities, highlights and measures for the year ahead (Our Strategies and Plans).

Council proposes to do this through:

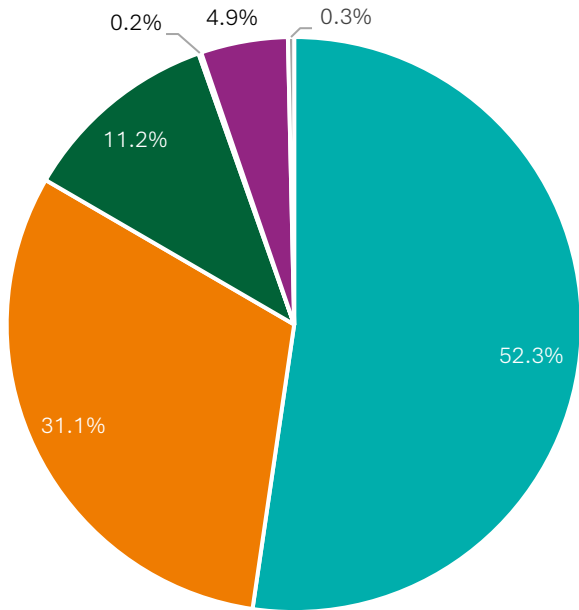
- A focus on delivery of the Strategic Plan 2024-2028 with key projects and infrastructure upgrades
- Delivery of core council services
- Delivery of a financially sustainable budget with an equitable approach to income generation, in line with our Long Term Financial Plan
- Delivery of an operating position to meet the ongoing cost requirements of our Asset Management Plans, working towards a target of 100% asset renewals
- A moderate rate increase based on CPI that supports the community and businesses during this period of economic instability
- Prioritising our operational budget, grants and sponsorships and where there are opportunities to partner with other levels of government to seek co-funding.

What the community can expect to see delivered throughout the year has been provided under each Program of the organisation, alongside a Capital Works Program (Our Programs and Projects).

The financial information, including our financial framework and alignment to the Resource Plan 2024-2028, that underpins this plan, is provided at the end of this document (Our Resources and Budget).

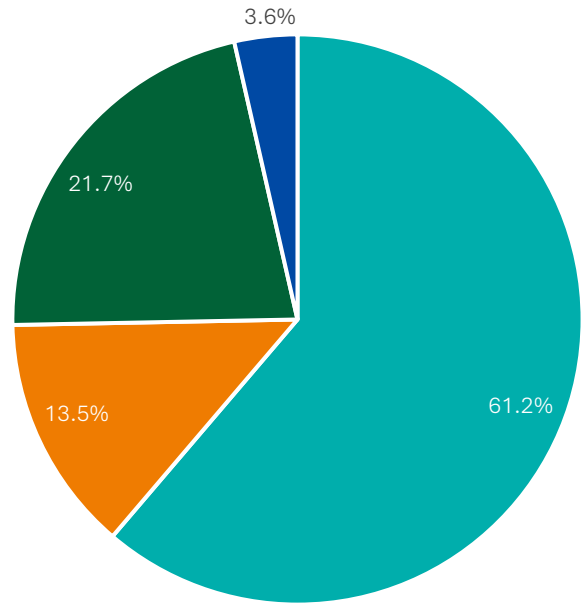
Further information, including a copy of Council's subsidiary plans and budgets, is available online at cityofadelaide.com.au/budget.

Where our funds come from:



	Budget (\$m)	
● Rates	\$ 165.626	52.3%
● Fees and charges (Statutory & User Charges)	\$ 98.334	31.1%
● Borrowings	\$ 35.516	11.2%
● Proceeds from the Sale of Assets	\$ 0.500	0.2%
● External Funding	\$ 15.500	4.9%
● Other	\$ 1.104	0.3%
TOTAL	\$ 316.580	

How our funds are spent:



	Budget (\$m)	
● Service Delivery	\$ 193.870	61.2%
● New and Upgraded Assets	\$ 42.597	13.5%
● Renewal/Replacement of Assets	\$ 68.825	21.7%
● Strategic Projects	\$ 11.288	3.6%
TOTAL	\$ 316.580	

Key Investments

Investing over \$42.5m into capital new and upgrade projects

including a dedicated fund to ensure the right investment is provided to the future of our Community Sports and Park Lands facilities, delivering the revitalisation of our main streets and continuing greening through the city.

Undertaking over \$68.8m in asset renewal

maintaining and improving the \$2 billion plus owned Council assets such as our roads, buildings, footpaths, and the many hectares of Park Lands.

Co-delivering an investment in city living

working in partnership with the State Government and the community housing sector to progress the Flinders Street Housing Project to support housing supply, affordability and to deliver on our target of 50,000 residents.

Delivering \$11.3m of projects towards our strategic commitments

with funding to deliver on our strategies, including the Integrated Transport Strategy, Integrated Climate Strategy, Disability Access and Inclusion Plan, Stretch Reconciliation Action Plan, Homelessness Strategy, Property Strategy, Economic Development Strategy, and our Strategic Plan.

Strengthening Community connection with Council

delivering best practices for awareness and participation in the upcoming Local Government Election and the implementation of our new Community Engagement Charter and Policy.

Opening the expanded Adelaide Central Market

strengthening the Market's diversity, vibrancy and strong sense of place through a once in a generation expansion, including an additional 50 tenants, as part of Council's partnership with ICD Property to deliver the \$600m Market Square project, which also incorporates new residences, commercial office and hotel.

Building our organisation's digital future

creating a high performing and customer centric organisation through investing \$2.7m in our Information Management Roadmap, as well through spatial mapping, AI and cybersecurity enhancements.

Funding through responsible principles of financial sustainability

reflecting a general rates revenue increase of 5.6%.

Lord Mayor Introduction

Maintaining the essential services that keep Adelaide running while continuing to invest in the future of our city is the focus of this Council's 2026/27 Business Plan and Budget.

This Budget has been developed amidst cost-of-living pressures that is driving up the cost of doing business for councils, just as it is for households and industry.

From fuel and materials to the cost of maintaining assets and caring for our Park Lands, these pressures are being felt across all areas of city operations.

In this environment, this Budget strikes a careful balance between discipline and ambition.

It is about ensuring we continue to deliver core services while making considered investments in the growth and liveability of our city.

This includes ongoing work to maintain and improve our roads, footpaths, waste services and the many hectares of Park Lands that we have been entrusted to care for on behalf of current and future generations.

At the same time, we are continuing to advance plans for key city-shaping projects, including upgrades to Gouger, Hindley, Hutt, O'Connell and Melbourne streets.

In a city of 13,000 businesses, this Budget invests in activations, events, and festivals that stimulate our economy while also promoting the city to visitors nationally and internationally.

The Budget also provides funding to progress planning for significant housing opportunities in the East End, as well as investigations into a new pedestrian crossing on Franklin Street to improve safety and connectivity.

While our financial position remains under pressure, this Budget continues a responsible and measured approach to managing costs while investing in the services, infrastructure and projects that support a growing capital city.

It is a practical Budget for uncertain times. It is also one that lays the groundwork for an ambitious future for Adelaide.

The decisions reflected in this Budget have been informed by extensive community engagement and careful consideration by elected members.

Together, they represent a commitment to maintaining Adelaide's reputation as one of the world's most liveable cities while ensuring we remain well placed to meet the opportunities and challenges of the years ahead.

Dr Jane Lomax-Smith AM

Lord Mayor

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Frequently used terms within this document:

Budget views: Within this document we have presented operational budgets within each Portfolio and Program of Council (being the administrative structure). Each budget table presents two views, an operating view and an activity view. The operating view presents a summary of the nature of the income and expenditure consistent with the financial statements. The activity view provides the budget by the services and deliverables of each Program.

Note: the Operating View and Activity View are the same budget information of programs, shown in two different views.

Capital Projects: Support the delivery of Council’s Strategic Plan and its Asset Management Plans. The delivery of projects is prioritised / reviewed annually to deliver on relevant financial and asset indicators.

FTE: Full Time Equivalent (1.0) employee.

Operating Activities: Deliver on Council decisions, partnerships and/or strategic projects that are ongoing in nature.

Program and Portfolio: A description of the structure of the organisation, consisting of a group of people responsible for specific policies, strategies, plans, functions and services. Multiple Programs make up a Portfolio. Each Portfolio is led by a Director, who is a member of Executive and reports to the Chief Executive Officer.

Service: Local government services that meet community need, expectation and legislated requirements.

Strategic Projects: Generally, ‘one off’ activities that have been prioritised to be delivered within a specific timeframe to meet strategic outcomes, often as a result of Council decisions and/or partnerships.

Subsidiaries: Established by Council under Section 42 of the *Local Government Act 1999* (SA) that operate under independent boards or organisations that City of Adelaide either operates or supports.

Our Strategies and Plans

Strategic Drivers

How We Plan

Business Plan Priorities

Our Community

Our Environment

Our Economy

Our Places

Our Corporation

Performance

Grants and Partnerships

Strategic Drivers

The environment that Council is operating in to deliver for our community and city continues to evolve and is influenced by trends and challenges at a state, national and global level. We need to balance the City's growth with our changing community demographics and consider the range of essential services needed now and in the future based on our community's expectations, whilst remaining financially responsible. This means we are required to make the best of our available resources, diversify our revenue streams and plan for the changing expectations of our communities in an increasingly challenging environment.

Financial sustainability, infrastructure and resourcing

Council recognises our past financial position and the need for continued financial discipline while investing in the City, however we have not been immune to local and global pressures on the physical and human resources required to deliver projects and asset renewals. Rising costs for service delivery, inflation pressures and access to resources, contractors and materials, combined with lower grant revenue requires Council to continue to prioritise financial sustainability for current and future generations. This has been reflected by the implementation of an Asset Renewal Repair Fund and by the Essential Services Commission of South Australia (ESCOSA) Review finding that the City of Adelaide is mostly sustainable. *Council's response to these findings can be found on page 89 of this document.*

Climate adaptation and resilience

Council has a vision for a resilient, protected and sustainable city. From electrification and adaptive reuse of buildings, transport and movement, transitioning our vehicle fleet, through to the Adelaide Park Lands and biodiversity, Council is working towards building climate resilience, transitioning to a decarbonised city, and protecting natural ecosystems. As a world-class city, there is ample opportunity in accelerating the transition to a low carbon, green and electrified city.

Demographic changes

With a target to increase the City's population to 50,000 residents by 2036, Council will enable this growth while maintaining our residents' quality of life by ensuring services and infrastructure support a larger population. Driven by new housing developments, most of the population growth for the city is likely to come from migration, which is forecast to peak between 2027 and 2031.

State and Federal Government

Both the State and Federal Governments continue to influence the way Council operates, from grant funded projects and partnerships, to setting policy positions around immigration, sustainability, transport, and planning and development. The South Australian Labor Party was recently re-elected for a second term and has confirmed within Cabinet, a Minister for the City of Adelaide, highlighting the importance of the City's contribution to the State's vibrancy and prosperity. Recent State Government led developments such as the North Adelaide Golf Course, New Women's and Children's Hospital (WCH), housing developments on the City Fringe, and the addition of the MotoGP to the City centre in 2027, will bring a unique set of challenges and opportunities for the City.

Economic

The City of Adelaide continues to experience local economic growth through low commercial vacancy rates and new and expanding commercial developments. This has been coupled with record breaking visitation levels due to the State Government's support and an increase in investment in our world renowned Fringe Festival, AFL Gather Round and LIV Golf. At a national level, inflation figures coupled with maintaining a low unemployment rate have resulted in some economists predicting a 'stagnation' for the Australian economy leading to the Reserve Bank of Australia increasing the cash rate and not ruling out future increases. The uncertainty around economic conditions presents an ongoing challenge to Council, particularly when it comes to building an annual budget and being able to appropriately finance these in the long-term.

There are likely to be ongoing challenges with retail spend in our City as a result of ‘cost of living’ pressures on our community. This is further exacerbated as housing supply and affordability continues as one of the biggest challenges facing Australia, particularly in South Australia where median house prices continue to reach record levels.

Global

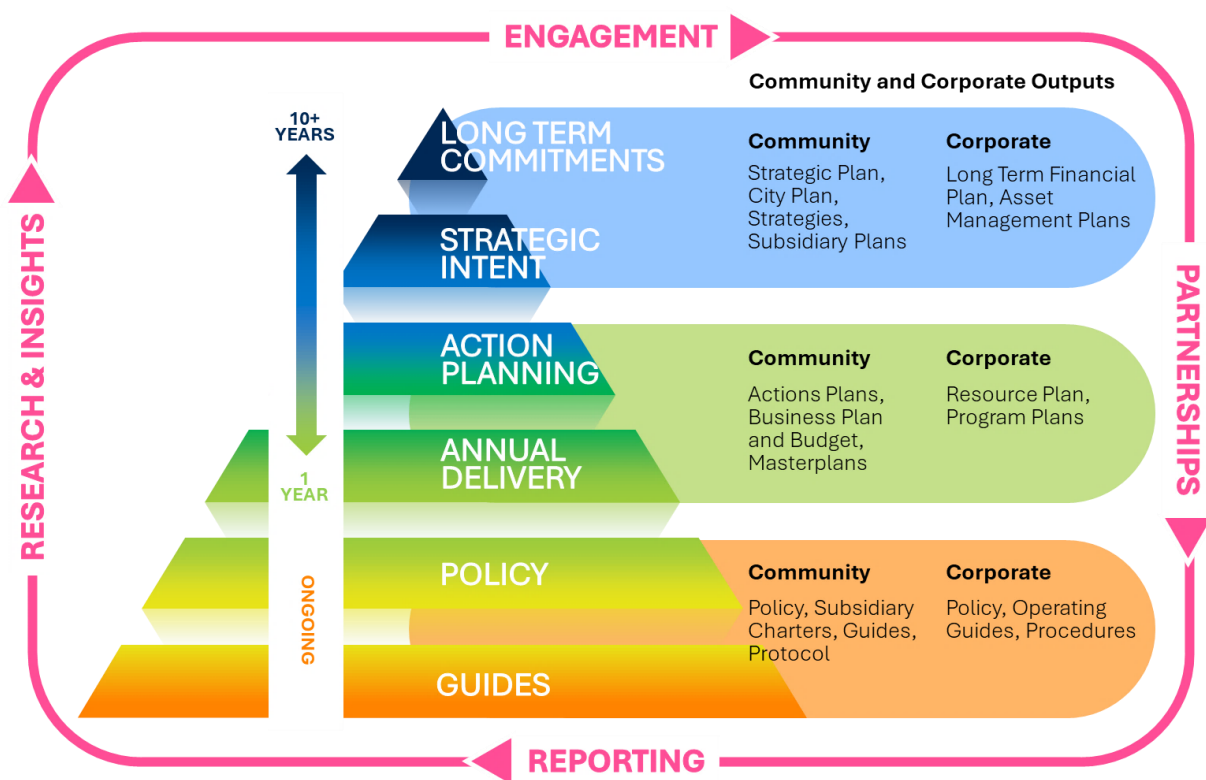
Recent political movements and trends and community sentiment around lack of government trust and in citizenship engagement and democracy are increasingly appearing in more local settings. Coupled with global instability particularly in North America and the Middle East, means Council is facing challenges not just around maintaining and growing trust, but also the ability to support community wellbeing, resilience and cost of living impacts.

How We Plan

Strategic and corporate planning at the City of Adelaide articulates our vision for the future based on our community’s expectations. It takes into account future operations, financial sustainability, resourcing, Council’s views on issues and the challenges we face.

Connecting this space is our research and insights, partnerships and advocacy, engagement with the community, and transparent reporting.

Council is committed to showing a clear line of sight and a holistic view of this work, as we connect program and service delivery with meeting community expectations and our vision for moving forward, as articulated below:



This approach provides a strong foundation that represents the interplay and cohesion between our vision and strategy, planning and delivery, policy, principles and guides.

Long Term Commitments

Under the *Local Government Act 1999 (SA)*, Council must develop and adopt ‘strategic management plans’ which identify Council’s objectives, how Council intends to achieve its objectives, how these fit with the objectives of other levels of government, performance measures and estimates of revenue and expenses. These plans must cover at least four years and are reviewed after every Council election. For the City of Adelaide these are:

Long Term Financial Plan (Financial): Ten-year plan, revised annually to ensure a ten-year view is maintained. Planning for long term financial sustainability.

Asset Management Plans (Infrastructure): Suite of ten-year plans. Planning for the sustainable renewal and maintenance of assets.






Strategic Plan (Community): Long term with a four-year delivery focus. Planning for vision and aspirations.

and

City Plan (Development): Ten-year spatial plan. Planning for future land uses and built form.

The Strategic Plan 2024-2028 presents a long-term vision of **Our Adelaide. Bold. Aspirational. Innovative.**

To deliver on this vision, the Strategic Plan focusses our long-term efforts against the following aspirations:

	Our Community	Vibrant, connected and inclusive
	Our Environment	Resilient, protected and sustainable
	Our Economy	Growing, innovative and responsive
	Our Places	Interesting, purposeful and safe
	Our Corporation	High performing, customer-centric and bold

Each aspiration outlines Council’s commitment over four years through key actions and indicators of success. The Strategic Plan is supported by a Resource Plan that identifies the financial, infrastructure, information management and people resources required to deliver on our long-term and short-term objectives.

Strategic Intent

Supporting our long-term commitments are a range of topic specific documents, which articulate Council's strategic intent. These strategies and plans align to the Strategic Plan 2024-2028 and have been developed to respond to legislation, community expectations, 'grand challenges' and Council decisions.

Strategy/Plan	Alignment
Active City Strategy (2013 – 2023)	Our Community
Adelaide Central Market Strategy	Our Economy
Adelaide Economic Development Agency Strategic Plan 2024/25 – 2028/29	Our Economy
Adelaide Park Lands Management Strategy (Towards 2036)	Our Environment
Asset Management Plans	Our Places
City Plan (2024 - 2036)	Our Places
Community Land Management Plans	Our Places
Cultural Policy	Our Community
Customer Experience Strategy	Our Corporation
Disability Access and Inclusion Plan (2024 – 2028)	Our Community
Dog and Cat Management Plan (2019 – 2024)	Our Places
Economic Development Strategy (2024-2028)	Our Economy
Heritage Strategy (2021-2036)	Our Places
Homelessness Strategy – everyone's business	Our Community
Housing Strategy – investing in our housing future	Our Community
Integrated Climate Strategy (2030)	Our Environment
Integrated Transport Strategy	Our Places
International Relations Strategy	Our Community
Long Term Financial Plan	Our Corporation
(Stretch) Reconciliation Action Plan (2024-2027)	Our Community
Spatial Vision	Our Places
Strategic Plan 2024-2028	Our Corporation
Wellbeing Plan (2020-2025)	Our Community

Annual Delivery

Council undertakes an annual plan and budget process, with a commitment to the community to deliver on the Strategic Plan and provide services and projects within our budget and resources to achieve:

- Responsible management of public funds to support community outcomes
- Council's commitment to the community and legislatively required priorities
- Deliverables for the year, showing how these align to our services, Strategic Plan, Asset Management Plans and other endorsed strategies and action plans
- Deliverables which respond to the challenges and opportunities of the current environment and show how we will manage these.

Business Plan Priorities

To ensure the delivery of the Strategic Plan's long-term vision and the short-term actions and measures, it is essential to embed these into the everyday business of Council, which is achieved annually through the Business Plan and Budget. This process also allows Council to identify our Key Actions from our 2024–2028 Strategic Plan to prioritise for the year ahead.

Our planning approach and commitments alongside the identified financial principles ensure that we are able to plan, budget and report on the 2026/27 Business Plan and Budget in alignment with the Strategic Plan, community expectations and operational challenges and opportunities.

To support our planning, we will focus on:

- Demonstrating bold capital city leadership and robust governance with community at the heart of our decisions
- Building strategic relationships and partnerships to improve access to funding opportunities that support community outcomes and encourage investment and development
- Investing in meaningful and authentic community engagement to build trusting relationships
- Focusing on continuous improvement and efficiencies in the planning and delivery of services, programs and assets, based on community need and meeting Council's strategic intent
- Pursuing revenue opportunities and grants which reduce the reliance on rates and improve our procurement lifecycle
- Undertaking research and collecting data, to ensure we are continuously understanding the environment we are working in and to be able to inform decision making and planning outcomes
- Presenting our plan and budget through our organisational structure (articulated Program Overviews within this document).

A summary of our 2026/27 Business Plan, including Annual Priorities, aligned to the Strategic Plan aspirations, is presented on the following pages.

Our Community – Vibrant, connected and inclusive

Drive affordable, safe and quality housing outcomes that attract and retain residents in our city.

An interesting and engaging place to live, learn and visit.

An inclusive, equitable and welcoming community where people feel a sense of belonging.

Action to Prioritise

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities

Projects that deliver on this aspiration:

- Adelaide Central Market Expansion Operational Preparedness
- City Activation
- City Community Grants
- Flinders Street Housing – Concept Planning
- Implementation of City of Adelaide Housing Strategy
- Implementation of the City of Adelaide Community Charter
- Market Expansion Art Project (Internal Spaces)
- Melbourne Street Public Art Commission
- Public Art Action Plan Deliverables
- Reconciliation Action Plan 2024-2027 Implementation
- Social Planning Homelessness and Adelaide Zero Project Resourcing

Measures within our Strategic Plan to deliver in 2026/27:

- Develop a target for increasing participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide
- Develop a target to increase the number of Aboriginal and Torres Strait Islander-led community reconciliation activities
- Promote multicultural events and activities in our city
- Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy
- Increase the diverse opportunities for volunteer participation in line with the Volunteer Australia national Standards
- Increase the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy
- Amplify Adelaide's status as a UNESCO City of Music

Our Environment – Resilient, protected and sustainable

Leads as a Low Carbon Emissions City.

A sustainable city where climate resilience is embedded in all that we do.

The status, attributes and character of our green spaces and the Park Lands are protected and strengthened.

Action to Prioritise

- Continue the support for the Kadaltilla/ Adelaide Park Lands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans
- Lead and advocate for the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes

Projects that deliver on this aspiration:

- Brown Hill Keswick Creek (Financial Contribution)
- City Public Realm Greening Program
- Climate impact assessment for the Adelaide Park Lands
- Integrated Climate Strategy EV Charging
- Integrated Climate Strategy Food organics high-rise - pilot
- Kerbside waste audit
- National Heritage Management Plan First Nations Heritage
- Sustainability Design Prize
- SA Power Networks (SAPN) Luminaire Upgrades
- Torrens Lake Earth Retaining Structure

Measures within our Strategic Plan to deliver in 2026/27:

- Achieve net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030
- Deliver the Adelaide Park Lands Management Strategy
- Develop a target to increase green infrastructure in our assets to support and enhance our environment
- Develop a target to increase green spaces to support our environment
- Support 40% tree canopy cover by 2035
- Support the community to reduce their climate impact through the Integrated Climate Strategy

Our Economy – Growing, innovative and responsive

Adelaide's unique experiences and opportunities attract visitors to our city.

Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy.

Council is driving development opportunities for our community via diverse commercial activities.

Action to Prioritise

- Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans
- Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans

Projects that deliver on this aspiration:

- Market Expansion Capital Works - Ground Floor
- Market Expansion Technical Services & Site Management
- City Brand Development
- Economic Development Strategy Implementation
- Experience Adelaide Visitor Centre
- Investment Attraction Program
- Rundle Mall 50th Anniversary
- Small Business Program

Measures within our Strategic Plan to deliver in 2026/27:

- Support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment
- Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product
- Increase spending across the city
- Support the delivery of key actions of ACMA
- Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities
- Increase the number of people who visit the City from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation
- Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement

Our Places – Interesting, purposeful and safe

Community Assets are adaptable and responsibly maintained.

Encourage bold, interesting and purposeful development that supports the changing needs of our community and city.

Create safe, inclusive and healthy places for our community.

Action to Prioritise

- Maintain and improve disability, LGBTQIA+ and vulnerable or minority group access and inclusion
- Work with partners to support safer road user behaviour

Projects that deliver on this aspiration:

- Adaptive Reuse City Housing Initiative
- Adelaide Park Lands Trail - Sir Donal Bradman Drive BPAC
- Belair-City Bikeway / Adelaide Park Lands Trail - Glen Osmond Road
- Bridge Maintenance Program
- Community Sports Building Redevelopment – Concept Design
- Community Sports Building Redevelopment - Golden Wattle Park / Mirnu Wirra (Park 21 West)
- Community Sports Building Redevelopment – Mary Lee Park / Tulya Wardli (Park 27B)
- Delivering the Planning and Design Code Amendment Program 2023-26 (Year 2)
- Disability Access and Inclusion Plan 2024-2028 Implementation
- Franklin Street Pedestrian Crossing
- Integrated Transport Strategy
- Integrated Transport Strategy - Kerbside and Parking Management Policy
- Integrated Transport Strategy Implementation - Biketober
- James Place Upgrade
- Main Street Revitalisation – Gouger Street
- Main Street Revitalisation – Hindley Street
- Main Street Revitalisation – Hutt Street
- Main Street Revitalisation – Melbourne Street
- Main Street Revitalisation – O’Connell Street
- O’Connell Street / Archer Street Intersection Improvements
- Peacock Road Cycle Route
- Resilient Flood Planning
- School Safety Implementation Project - Phase 1 & 2
- Strategic Property Investigations
- Threat and Risk Assessment - Rundle Mall Precinct
- Undergrounding of Powerlines
- Vehicle Safety Barriers - Pilot
- West Pallant Street Improvements

Measures within our Strategic Plan to deliver in 2026/27:

- 15% of new dwellings are available as affordable purchase or rental to low and moderate income earners
- Achieve Disability Access compliance in all new and upgraded infrastructure
- Increase the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%
- No loss of local heritage places and consider options to increase the 1,850 places

Our Corporation – High performing, customer-centric and bold

Effective Leadership and Governance

Exceptional Customer Experience

Financial Sustainability

People Engagement

Strategy, Value and Efficiency

Technology and Information

Action to Prioritise

- Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions
- Work with local, national and international partners to deliver the outcomes of the Strategic Management Framework to move our city into the future

Projects that deliver on this aspiration:

- AI-Driven Solutions for Enhanced City Services
- Archives Digitisation Project
- Corporate GIS and City Map service systems upgrade
- Council and Committee Support Officer
- Cyber Security Enhancement
- Digital Parking Improvements
- Election 2026
- Fleet Management Information System
- Fuel Management system upgrade
- Minor Works Building – Security Upgrades
- Nursery and Green Waste Recycling Facility
- UPark Central Market – Parking Guidance System
- Workforce Management Systems Phase 3
- 2026/27 Project Delivery Costs

Measures within our Strategic Plan to deliver in 2026/27:

- Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease
- Deliver and maintain Business Systems Roadmap to support business efficiency
- Deliver Workforce Management Systems upgrades
- Grow the share of non-rates based revenue
- Increase awareness and engagement of staff through the use of better systems
- Reduce the number of items and Council decisions considered and held in confidence
- Review marketing and communications policies and practices to ensure website and social media content is reflective of current decisions, projects and services

Performance

The Strategic Plan 2024-2028 includes a range of indicators of success to ensure Council is on the path to deliver our long-term vision. These were built based on conversations with Council and our community, as well as consideration of external influences and other government strategies and plans. While many of these are for the life of the Strategic Plan or beyond, a number of measures are specific to 2026/27.

The assessment of performance and progress against the Business Plan and Budget, including the services, projects, commercial businesses and budget of Council, are provided through quarterly updates. The updates also outline how events in the past quarter have shaped our financial forecast going forward and any changes in scope and budget to deliverables. Careful consideration is given to key financial indicators and ratios, and cash flow estimates to guide decision making that supports Council's financial sustainability through these updates. This reporting supports Council to respond to emerging challenges while continuing to support and deliver for our community. Quarterly reviews provide an opportunity for Council to re-prioritise services, projects and budgets as required.

At the end of each financial year the City of Adelaide also prepares an Annual Report which provides an update on the progress of Council's Strategic Plan and the extent to which the City of Adelaide achieved these actions and measures.

Council also monitors community feedback as well as key city, community and service indicators and measures to provide support in understanding indicators of achievement against our plans and identify risks and opportunities. These keep us on track and support transparency and accountability by ensuring our progress is communicated and shared in a consistent manner.

Grants and partnerships

The Strategic Plan 2024-2028 reflects Council's commitment to working with others to shape the future of our city for the benefit of the whole state.

To ensure that we can deliver on our long-term vision and short-term strategic plan actions, we need to be outward looking and work collaboratively with Federal, State and Local Governments to demonstrate excellence, innovation and exceptional service provision.

We will continue to advocate, build strong partnerships and leverage our relationships, to seek co-investment, grants and contributions for the benefit of the city and our community.

Key partnerships include those with the Federal, State and Local Government sectors and strategic non-government (private sector, community groups and not-for-profit) organisations.

These include:

Capital City Committee

The Capital City Committee is the main forum for the City of Adelaide and the Government of South Australia to progress the strategic development of our city.

Council of Capital City Lord Mayors (CCCLM)

The Lord Mayor works with other leaders on the CCCLM to represent the special roles and interests of each Australian Capital City in relation to other spheres of government.

Local Government Collaboration

These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, greater Council efficiency and sharing of resources.

Strategic Partnerships

While government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, strategic partnerships provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

External Funding 2026/27 (\$'000)	Operating	Capital	Total
Federal Grant Funding			
Adelaide City Deal	-	1,901	1,901
Financial Assistance – Roads to Recovery	485	-	485
Supplementary Local Road Funding	134	-	134
State Government Funding			
Adaptive Reuse City Housing Initiative	276	-	276
Adelaide Park Lands Trail - Sir Donal Bradman Drive BPAC		1,051	1,051
Belair-City Bikeway / Adelaide Park Lands Trail - Glen Osmond Road		1,151	1,151
Community Sports Building Redevelopment - Mary Lee Park / Tulya Wardli (Park 27B)		1,011	1,011
DHS Community Neighbourhood Development	107	-	107
James Place Upgrade		500	500
Library Grant	221	-	221
Local Government Financial Assistance Grant	1,179	-	1,179
Main Street Revitalisation - Hindley Street	-	200	200
O'Connell Street / Archer Street Intersection Improvements		350	350
Peacock Road Cycle Route		268	268
Place of Courage	-	95	95
Park Lands Related Activity	2,118	-	2,118
School Immunisation Program	110	-	110
School Safety Implementation Project - Phase 2 *		1,510	1,510
Vulnerable and Homeless People Project	47	-	47
Other			
Community Sports Building Redevelopment - Golden Wattle Park / Mirnu Wirra (Park 21 West)		2,246	2,246
James Place Upgrade		500	500
Sponsorships and Donations	40	-	40
TOTAL	4,717	10,783	15,500

*unconfirmed funding

Our Programs and Projects

Our Organisation

2026/27 Budget

City Community Portfolio

City Infrastructure Portfolio

City Shaping Portfolio

Corporate Services Portfolio

Office of the Chief Executive

Office of the Lord Mayor

Capital Projects

Our Organisation

The City of Adelaide will deliver the 2026/27 Business Plan and Budget through our organisational structure, including our Portfolios, Offices and Subsidiaries.

Each Portfolio has key focus areas which will support our priorities for the year. A detailed view of our supported functions, strategic projects and budgets across these Programs, Subsidiaries and Offices is provided in this section.

City Community	<ul style="list-style-type: none"> ▪ Director City Community ▪ City Culture ▪ Customer and Marketing ▪ Regulatory Services
City Infrastructure	<ul style="list-style-type: none"> ▪ Director City Infrastructure ▪ Infrastructure ▪ Strategic Property and Commercial
City Shaping	<ul style="list-style-type: none"> ▪ Director City Shaping ▪ City Operations ▪ Park Lands, Policy and Sustainability ▪ Kadaltilla / Adelaide Park Lands Authority
Corporate Services	<ul style="list-style-type: none"> ▪ Chief Operating Officer ▪ Finance and Procurement ▪ Governance and Strategy ▪ Information Management ▪ People ▪ Adelaide Central Market Authority (ACMA) ▪ Adelaide Economic Development Agency (AEDA)
Offices	<ul style="list-style-type: none"> ▪ Office of the Chief Executive ▪ Office of the Lord Mayor

Notes for this section:

Where shown in finances tables, the below applies:

- FTE – Full Time Equivalent (1.0) - staffing levels
- Inc. – Incomes
- Exp. – Expenditure
- Emp. – Employment costs
- Ext. – External costs
- Total(N) – Total (net)
- Materials – Materials, contracts and other expenses
- Sponsorship – Sponsorship, contributions and donations
- Depreciation – Depreciation, Amortisation and Impairment

2026/27 Budget

The table below provides a snapshot of the City of Adelaide's Budget for 2026/27 compared against the previous financial year, across our organisational structure and outlining the proposed Strategic (non-Capital) Projects for each Portfolio:

	2025/26 Q3 Budget		2026/27	
	\$'000	Income	Expenditure	Income
City Community				
Director City Community	-	(685)	-	(727)
City Culture	5,933	(19,737)	5,675	(19,249)
Customer and Marketing	1	(7,526)	1	(8,143)
Regulatory Services	18,927	(11,171)	20,903	(12,202)
Strategic Projects	47	(1,953)	-	(1,060)
City Infrastructure				
Director City Infrastructure	-	(709)	-	(740)
Infrastructure	1,931	(51,129)	-	(55,329)
Strategic Property and Commercial	61,970	(34,693)	62,843	(36,082)
Strategic Projects	424	(3,068)	-	(2,265)
City Shaping				
Director City Shaping	-	(715)	-	(743)
City Operations	2,935	(46,782)	3,046	(50,211)
Park Lands, Policy and Sustainability	46	(7,889)	47	(8,249)
Kadaltilla / Adelaide Park Lands Authority	323	(323)	359	(359)
Strategic Projects	721	(2,794)	276	(2,492)
Corporate Services				
Chief Operating Officer	-	(974)	-	(1,018)
Finance and Procurement	142	(4,848)	150	(5,068)
Governance and Strategy	-	(6,145)	-	(6,642)
Information Management	38	(15,849)	35	(16,916)
People	-	(5,085)	20	(5,731)
Corporate Activities*	152,014	143	163,509	(90)
Adelaide Central Market Authority	5,584	(6,221)	8,305	(9,028)
Adelaide Economic Development Agency	4,528	(13,146)	4,612	(13,786)
Strategic Projects	300	(2,933)	-	(5,471)
Offices				
Office of the CEO	-	(1,501)	-	(1,554)
Office of the Lord Mayor	-	(1,590)	-	(1,650)
Total	255,864	(247,323)	269,781	(264,805)
Operating Surplus/(Deficit)		8,541		4,976

* Includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead.

City Community Portfolio

The City Community Portfolio strives to deliver exceptional experiences for our community and customers, providing opportunities for creativity, recreation and wellbeing in a city that is safe, accessible and supportive of all our communities.

The Portfolio contains: City Culture; Customer and Marketing; and Regulatory Services

Key Focus areas

- Strategic communication that keeps our community informed
- Support safer public spaces and keep the city moving
- Community-led services that increase wellbeing, social connection and active lifestyles
- City activation, events, initiatives, grants and sponsorship
- Provide brilliant customer service to all city users
- Facilitation of high-quality built form outcomes through the assessment phase.

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		24,908	-	24,908	-	26,579	-	26,579
Employee Costs	199.9		-	(25,771)	(25,771)	200.6	-	(27,538)	(27,538)
Materials	-		-	(13,025)	(13,025)	-	-	(11,272)	(11,272)
Sponsorships	-		-	(659)	(659)	-	-	(926)	(926)
Depreciation	-		-	(1,617)	(1,617)	-	-	(1,645)	(1,645)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	199.9		24,908	(41,072)	(16,164)	200.6	26,579	(41,381)	(14,802)
Program Budget									
Office of the Director	3.0		-	(685)	(685)	3.0	-	(727)	(727)
City Culture	69.6		5,933	(19,737)	(13,804)	70.5	5,675	(19,249)	(13,574)
Customer and Marketing	43.1		1	(7,526)	(7,525)	44.1	1	(8,143)	(8,142)
Regulatory Services	83.0		18,927	(11,171)	7,756	83.0	20,903	(12,202)	8,701
Strategic Projects	1.2		47	(1,953)	(1,906)	-	-	(1,060)	(1,060)
TOTAL	199.9		24,908	(41,072)	(16,164)	200.6	26,579	(41,381)	(14,802)

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	983		(10,739)	3,352	(9,318)
Renewal	-		(478)	-	(2,040)
TOTAL	983		(11,217)	3,352	(11,358)

City Culture

City Community Portfolio

Strategic Plan link Our Community, Our Places

Creates brilliant experiences for all who choose to live in and enjoy our City. By activating and curating places and spaces, and providing opportunities for creativity, recreation, and wellbeing, we connect, support and inspire our diverse community. This draws more people to Adelaide to live, study, work and play.

Functions supported:

- Adelaide Town Hall
- City Activation
- Community Centres
- Community Development & Wellbeing
- Arts and Culture
- International and Sister City Relationships
- Libraries
- Major Event Facilitation
- Place Making
- Public Art and Monuments
- Sports and Recreation Initiatives
- Volunteers

Outputs for the year ahead

- Enable community-led services which increase wellbeing, social connections and participation in active lifestyles, leisure, recreation and sport
- Drive social change and strengthen communities through locally-led arts, cultural and recreational activities
- Elevate the City’s reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities
- Lead and create opportunities for people to expand knowledge, learn, and master new skills
- Celebrate and elevate our community culture including the profiles of multicultural communities and create welcoming programs and services
- Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city
- Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all.

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		5,933	-	5,933	-	5,675	-	5,675
Employee Costs	69.6		-	(9,132)	(9,132)	70.5	-	(9,859)	(9,859)
Materials	-		-	(8,479)	(8,479)	-	-	(7,219)	(7,219)
Sponsorships	-		-	(509)	(509)	-	-	(526)	(526)
Depreciation	-		-	(1,617)	(1,617)	-	-	(1,645)	(1,645)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	69.6		5,933	(19,737)	(13,804)	70.5	5,675	(19,249)	(13,574)
Activity View									
Associate Director (office)	2.0		-	(381)	(381)	2.0	-	(394)	(394)
Adelaide Town Hall	5.0		3,814	(3,977)	(163)	5.0	3,987	(3,987)	-
City Experience	15.9		898	(4,456)	(3,558)	16.9	827	(4,738)	(3,911)
City Lifestyle	8.8		531	(3,005)	(2,474)	8.8	435	(3,177)	(2,742)
Creative City	12.4		155	(2,423)	(2,268)	12.4	165	(2,489)	(2,324)
Libraries	25.5		535	(5,495)	(4,960)	25.4	261	(4,464)	(4,203)
TOTAL	69.6		5,933	(19,737)	(13,804)	70.5	5,675	(19,249)	(13,574)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
Aboriginal Protocol Grant	-	-	-	(41)	(41)	(41)	-	-	-	-	-
Adelaide's New Years Eve	-	-	65	-	(700)	(635)	-	40	-	(718)	(678)
ANZAC Day Service - March & Related Activities	-	-	-	-	(57)	(57)	-	-	-	(59)	(59)
Arts and Cultural Grants	0.2	-	-	(39)	-	(39)	-	-	-	-	-
Christmas Festival Action Plan	0.8	-	-	(109)	(424)	(533)	0.8	5	(103)	(532)	(630)
City Activation - West End Precinct	-	-	-	-	(53)	(53)	-	-	-	-	-
City Activation – East End Unleashed	-	-	41	-	(291)	(250)	-	-	-	-	-
City Activation - Gouger Street Precinct	-	-	-	-	(53)	(53)	-	-	-	-	-
City Activation - Hutt Street Precinct	-	-	-	-	(81)	(81)	-	-	-	-	-
City Activation - North Adelaide Precinct	-	-	-	-	(109)	(109)	-	-	-	-	-
City Activation - Precinct Support	1.0	-	-	(136)	-	(136)	1.0	42	(142)	(42)	(142)
Contestable Precinct Funding	-	-	-	-	-	-	-	-	-	(470)	(470)
Community Grants	1.0	-	-	(136)	(414)	(550)	1.0	-	(142)	(466)	(608)
DHS Community Neighbourhood Development Funding - Minor Works	0.8	-	99	(97)	(2)	-	0.8	107	(103)	(4)	-
Homelessness Social and Affordable Housing	2.0	-	-	(275)	(35)	(310)	2.0	-	(286)	(35)	(321)
International Relations (Sister Cities)	-	-	-	-	(98)	(98)	-	-	-	(99)	(99)
Live Music Industry and Venues Support	-	-	-	-	(59)	(59)	-	-	-	(61)	(61)
UNESCO Adelaide City of Music Ltd Partnership	-	-	-	-	(54)	(54)	-	-	-	(54)	(54)
Winter Weekends	-	-	-	-	(75)	(75)	-	-	-	(93)	(93)
TOTAL	5.8	5.8	205	(792)	(2,546)	(3,133)	5.6	194	(776)	(2,633)	(3,215)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
Australia Day Sponsorship	-	-	-	-	(100)	(100)	-	-	-	-	-
Bilingual Community Liaison Officer	1.0	-	-	(93)	-	(93)	-	-	-	-	-
City Activation	-	-	-	-	(300)	(300)	-	-	-	(450)	(450)
City Community Grants	-	-	-	-	-	-	-	-	-	(400)	(400)
City Library - Rundle Place	-	-	-	-	(556)	(556)	-	-	-	-	-
Community Sports Building Redevelopment (Park 21 West)	-	-	-	-	(450)	(450)	-	-	-	-	-
DHS Grant - Volunteers Connectors Program	-	-	25	(25)	-	-	-	-	-	-	-
Future Libraries Business Case	-	-	-	-	(105)	(105)	-	-	-	-	-
Library Community Cohesion Programs	-	-	9	-	(9)	-	-	-	-	-	-
Positive Ageing Program – Pilot	-	-	-	(50)	-	(50)	-	-	-	-	-
Social Work in Libraries	-	-	13	-	(13)	-	-	-	-	-	-
Vehicle Safety Barriers - Pilot	-	-	-	-	-	-	-	-	-	(60)	(60)
TOTAL	1.0	47	47	(168)	(1,533)	(1,654)	-	-	-	(910)	(910)

	2025/26 Q3 Budget		2026/27		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	983	(10,739)	3,352	(9,318)	
Renewal	-	(478)	-	(2,040)	
TOTAL	983	(11,217)	3,352	(11,358)	

Note: Some of the new and upgrade budget from previous financial years income and expenditure has been retimed into 2026/27 and is incorporated in the 2026/27 income and expenditure.

Customer and Marketing

City Community Portfolio

Strategic Plan link [Our Corporation](#)

Supports extraordinary customer experiences, celebrates our city through the delivery of creative and digital services, and enhances our reputation by promoting our achievements and initiatives.

Functions supported:

- Customer Service and Advocacy
- Customer Service Process Review and Development
- Customer Sentiment Measurement
- Media and Public Relations
- Strategic Communications and Campaign Implementation

Outputs for the year ahead

- Continuation and expansion of the strategic communication approach that engages, informs and educates our community on our progress against key Strategic outcomes from our Business Plan and Budget, and Strategic Plan
- Support the organisation in the production and development of proactive and engaging marketing and advertising approaches that strengthen CoA's reputation, informs our community on key CoA initiatives and celebrates our achievements
- Development of content that showcases our passionate staff and demonstrates the value we deliver to the community through our core services
- Supporting our commercial businesses through strategic marketing plans to drive revenue growth opportunities
- Support the development and delivery of data driven customer experience programs including comprehensive customer surveying, consolidation of customer services processes and closing the communications loop with customers
- Support the improvement of customer experience for residents, businesses and city users by embedding the Customer Experience Strategy and measuring success through expanded Voice of Customer and internal Service Level Agreement Programs
- Provide brilliant customer experiences through first point of contact resolution of Council enquiries and information through a variety of channels and in accordance with relevant legislative/regulatory requirements and council objectives

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	1	-	1	1	-	1	-	1
Employee Costs	43.1	-	(5,474)	(5,474)	(5,474)	44.1	-	(5,918)	(5,918)
Materials	-	-	(2,052)	(2,052)	(2,052)	-	-	(2,225)	(2,225)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	43.1	1	(7,526)	(7,525)	(7,525)	44.1	1	(8,143)	(8,142)
Activity View									
Associate Director (office)	1.0	-	(225)	(225)	(225)	1.0	-	(253)	(253)
Customer Experience	31.1	1	(5,003)	(5,002)	(5,002)	31.1	1	(5,340)	(5,339)
Marketing & Communications	11.0	-	(2,298)	(2,298)	(2,298)	12.0	-	(2,550)	(2,550)
TOTAL	43.1	1	(7,526)	(7,525)	(7,525)	44.1	1	(8,143)	(8,142)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget				2026/27				
			Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget				2026/27				
			Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
City of Adelaide website redevelopment	-	-	-	-	(100)	(100)	-	-	-	-	-
Digital Parking Improvements	-	-	-	-	-	-	-	-	-	(150)	(150)
TOTAL	-	-	-	-	(100)	(100)	-	-	-	(150)	(150)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Regulatory Services

City Community Portfolio

Strategic Plan link Our Environment, Our Places

The Regulatory Services Program facilitates safer places for all to enjoy, provides easy access for those who visit and move around our City, and makes the experience of doing business with the City of Adelaide a pleasure.

Functions supported:

- Building Assessment
- Building Compliance
- Community Safety Compliance
- Environmental Health
- On-Street Parking Compliance
- Permits
- Planning Assessment

Outputs for the year ahead

- Facilitate high-quality built form outcomes through the assessment of Development Applications, engagement with State Commission Assessment Panel
- Provide safe and accessible spaces through delivering legislative obligations regarding public health, building compliance, permits, on-street parking and related legislation
- Enhance the use of data in making evidence-based decisions to improve regulatory service delivery
- Deliver proactive communication which educates the community and support public safety and compliance

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget					2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
Operating Budget										
Revenue	-		18,927	-	18,927	-	20,903	-	20,903	
Employee Costs	83.0		-	(10,195)	(10,195)	83.0	-	(11,071)	(11,071)	
Materials	-		-	(976)	(976)	-	-	(1,131)	(1,131)	
Sponsorships	-		-	-	-	-	-	-	-	
Depreciation	-		-	-	-	-	-	-	-	
Finance Costs	-		-	-	-	-	-	-	-	
TOTAL	83.0		18,927	(11,171)	7,756	83.0	20,903	(12,202)	8,701	
Activity View										
Associate Director (office)	3.0		-	(491)	(491)	3.0	-	(526)	(526)	
City Development	24.9		3,810	(3,274)	536	24.9	3,987	(3,467)	520	
City Safety	13.0		538	(1,902)	(1,364)	14.0	593	(2,393)	(1,800)	
On-Street Parking Compliance	42.1		14,579	(5,504)	9,075	41.1	16,323	(5,816)	10,507	
TOTAL	83.0		18,927	(11,171)	7,756	83.0	20,903	(12,202)	8,701	

Operating Activities that this Program delivers (cost embedded in the Program Budget):

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-		-	-	-	-	-	-	-	-	-
TOTAL	-		-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
On-Street Parking Compliance											
Technology and Customer Analytics Reform		1.0	-	(152)	-	(152)	-	-	-	-	-
TOTAL		1.0	-	(152)	-	(152)	-	-	-	-	-

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

City Infrastructure Portfolio

The City Infrastructure Portfolio is responsible for Council’s infrastructure assets, strives to make it easier to conduct business in our City and leads the Council’s property portfolio and commercial businesses to generate income.

The Portfolio contains: Infrastructure; and Strategic Property and Commercial

Key Focus areas

- Capital Works Program, including New and Significant Upgrades and Renewals
- Main street revitalisation and improvements
- Deliver initiatives aligned with the Integrated Transport Strategy
- Deliver initiatives as defined in the City of Adelaide Property Strategy
- Progress with approved property development projects including Market Square, Tapangka (Former Bus Station Site), City East Housing Project

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		64,325	-	64,325	-	62,843	-	62,843
Employee Costs	118.2		-	(12,747)	(12,747)	129.2	-	(13,337)	(13,337)
Materials	-		-	(26,669)	(26,669)	-	-	(27,344)	(27,344)
Sponsorships	-		-	(175)	(175)	-	-	(179)	(179)
Depreciation	-		-	(50,008)	(50,008)	-	-	(53,556)	(53,556)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	118.2		64,325	(89,599)	(25,274)	129.2	62,843	(94,416)	(31,573)
Program Budget									
Office of the Director	3.0		-	(709)	(709)	3.0	-	(740)	(740)
Infrastructure	66.5		1,931	(51,129)	(49,198)	70.5	-	(55,329)	(55,329)
Strategic Property and Commercial	46.7		61,970	(34,693)	27,277	54.7	62,843	(36,082)	26,761
Strategic Projects	2.0		424	(3,068)	(2,644)	1.0	-	(2,265)	(2,265)
TOTAL	118.2		64,325	(89,599)	(25,274)	129.2	62,843	(94,416)	(31,573)

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	455		(21,428)	5,530	(30,687)
Renewal	-		(58,433)	-	(61,799)
TOTAL	455		(79,861)	5,530	(92,486)

Infrastructure

City Infrastructure Portfolio

Strategic Our Environment
Plan link Our Places

Provides effective whole of life planning, design, delivery and management of our diverse community infrastructure assets and seeks partnerships with government bodies to deliver on Council’s strategic plans, supporting community needs and future growth.

Functions supported:

- Asset Planning and Management
- Geographic Information Systems
- Infrastructure Delivery Plans
- Park Lands and Open Space Management
- Road and Footpath Management
- Sustainable and Climate Resilient City
- Traffic and Transport Management

Outputs for the year ahead

- Develop and manage Asset Management Plans for Council’s Infrastructure Assets, including reviews, revaluations, maintenance advice and condition audits
- Provide the community with the agreed levels of service, through the management and delivery of efficient and effective Infrastructure Assets at the lowest whole of life costs
- Provide excellent community outcomes through whole of project delivery of asset renewal, and new and upgrade projects
- Facilitate safe and efficient people movement through the development and implementation of key strategy and policy, designed public realm and strategic partnerships
- Support private development through the provision of advisory and coordination services

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		1,931	-	1,931	-	-	-	-
Employee Costs	66.5		-	(3,713)	(3,713)	70.5	-	(4,250)	(4,250)
Materials	-		-	(5,332)	(5,332)	-	-	(6,685)	(6,685)
Sponsorships	-		-	(175)	(175)	-	-	(179)	(179)
Depreciation	-		-	(41,909)	(41,909)	-	-	(44,215)	(44,215)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	66.5		1,931	(51,129)	(49,198)	70.5	-	(55,329)	(55,329)
Activity View									
Associate Director (office)		1.9	-	(652)	(652)	1.9	-	(684)	(684)
Infrastructure Planning and Delivery		44.8	1,931	(49,940)	(48,009)	46.8	-	(54,064)	(54,064)
Technical Services		19.8	-	(537)	(537)	21.8	-	(581)	(581)
TOTAL		66.5	1,931	(51,129)	(49,198)	70.5	-	(55,329)	(55,329)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
Free City Connector	-		-	-	(1,364)	(1,364)	-	-	-	(1,239)	(1,239)
TOTAL					(1,364)	(1,364)				(1,239)	(1,239)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
Asset Condition Audit	-	-	-	-	(1,000)	(1,000)	-	-	-	-	-
Bridge Maintenance Program	-	-	-	-	-	-	-	-	-	(200)	(200)
Corporate GIS and City Map service systems upgrade	-	-	-	-	-	-	-	-	-	(700)	(700)
Gawler Place Ram Raid Bollard	-	-	10	-	(10)	-	-	-	-	-	-
Integrated Transport Strategy Implementation	-	-	-	-	-	-	-	-	-	(150)	(150)
Integrated Transport Strategy - Kerbside and Parking Management Policy	-	-	-	-	-	-	-	-	-	(80)	(80)
Integrated Transport Strategy Implementation - Biketober	-	-	-	-	-	-	-	-	-	(75)	(75)
Market Expansion Site Management	-	-	-	-	-	-	-	-	-	-	-
Resilient Flood Planning	1.0	-	100	(165)	(935)	(1,000)	1.0	-	-	(400)	(400)
SA Power Networks (SAPN) Luminaire Upgrades	-	-	-	-	-	-	-	-	-	(100)	(100)
School Safety Review	-	-	-	-	7	7	-	-	-	-	-
Traffic Monitoring on Lohrman Street and George Street	-	-	-	-	(15)	(15)	-	-	-	-	-
Transport Strategy	-	-	-	-	21	21	-	-	-	-	-
Undergrounding of Powerlines	-	-	-	-	-	-	-	-	-	(460)	(460)
TOTAL	1.0	-	110	(165)	(1,932)	(1,987)	1.0	-	-	(2,165)	(2,165)

	2025/26 Q3 Budget		2026/27		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	(16,699)	5,530	(29,677)
Renewal	-	-	(58,433)	-	(61,799)
TOTAL	-	-	(75,132)	5,530	(91,476)

Note: Some of the new and upgrade budget from previous financial years income and expenditure has been retimed into 2026/27 and is incorporated in the 2026/27 income and expenditure.

Strategic Property and Commercial

City Infrastructure Portfolio

Strategic Plan link Our Environment, Our Economy, Our Places

Leverages the development and management of Council’s property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate City precincts, building a prosperous City.

Functions supported:

- Commercial Leasing
- North Adelaide Golf Course
- Off Street Parking (UPark)
- On-Street Parking
- Property Development
- Property Management

Outputs for the year ahead

- Effectively manage Commercial Operations (Paid Parking and Golf) to grow visitation and net contribution.
- Maintain ticketless, frictionless parking solutions across all UPark locations to deliver an improved customer experience
- Implement a best practice, ticketless, cashless on-street parking solution
- Deliver initiatives as defined in the City of Adelaide Property Strategy
- Progress with approved property development projects including Market Square and Tapangka (Former Bus Station site)
- Progress master planning and consortium arrangements for the City East Housing Project
- Effectively manage City of Adelaide’s property leasing portfolio

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27					
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
Operating Budget										
Revenue	-		61,970	-	61,970	-	62,843	-	62,843	
Employee Costs	46.7		-	(8,068)	(8,068)	54.7	-	(8,377)	(8,377)	
Materials	-		-	(18,526)	(18,526)	-	-	(18,364)	(18,364)	
Sponsorships	-		-	-	-	-	-	-	-	
Depreciation	-		-	(8,099)	(8,099)	-	-	(9,341)	(9,341)	
Finance Costs	-		-	-	-	-	-	-	-	
TOTAL	46.7		61,970	(34,693)	27,277	54.7	62,843	(36,082)	26,761	
Activity View										
Associate Director (office)		1.8	-	(444)	(444)		1.8	-	(464)	(464)
Commercial		4.0	-	(773)	(773)		3.0	-	(643)	(643)
Parking		17.8	48,547	(15,991)	32,556		19.8	49,281	(16,524)	32,757
North Adelaide Golf Course		13.1	5,455	(5,530)	(75)		20.1	5,186	(5,186)	-
Strategic Property Development		4.8	-	(966)	(966)		4.6	-	(973)	(973)
Strategic Property Management		5.2	7,968	(10,989)	(3,021)		5.4	8,376	(12,292)	(3,916)
TOTAL		46.7	61,970	(34,693)	27,277		54.7	62,843	(36,082)	26,761

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-		-	-	-	-	-	-	-	-	-
TOTAL	-		-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
88 O'Connell St Redevelopment	-		144	-	(194)	(50)	-	-	-	-	-
Commercial Parking Internal Audit – System Consolidation	-		-	-	(450)	(450)	-	-	-	-	-
Review of Property Management	-		-	-	-	-	-	-	-	-	-
Strategic Property Investigations	-		-	-	(200)	(200)	-	-	-	(100)	(100)
Parking Coordinator - On Street Paid Parking Controls	1.0		170	(121)	(7)	42	-	-	-	-	-
	1.0		314	(121)	(851)	(658)	-	-	-	(100)	(100)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		455	(4,729)	-	(1,010)
Renewal		-	-	-	-
TOTAL		455	(4,729)	-	(1,010)

City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that protect our heritage, Park Lands and urban environment and demonstrate our environmental leadership now and into the future.

The Portfolio contains: City Operations; and Park Lands, Policy and Sustainability

The Portfolio includes the Council subsidiary: Kadaltilla / Adelaide Park Lands Authority (embedded within Park Lands, Policy and Sustainability).

Key Focus areas

- Adelaide Park Lands greening, management and improvements
- Implementing the City Plan, including the City of Adelaide Code Amendment Program
- Implementing the Integrated Climate Strategy, including a climate impact assessment of the Adelaide Park Lands
- Implementing the Stretch Reconciliation Action Plan 2024-2027, including delivery of National Reconciliation Week and NAIDOC Week activities
- Heritage promotion and protection, including implementing the National Heritage Management Plan for the Adelaide Park Lands and City Layout
- Manage approaches to urban biodiversity including the seasonal migration of Tree Martins
- Initiatives and projects included or associated with the Disability Access and Inclusion Plan, Economic Development Strategy, Housing Strategy and Homelessness Strategy
- Delivery of the Adaptive Re-use City Housing Initiative (ARCHI)
- Maintenance of public realm and city presentation

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		4,025	-	4,025	-	3,728	-	3,728
Employee Costs		274.2	-	(32,825)	(32,825)	278.5	-	(34,953)	(34,953)
Materials		-	-	(22,050)	(22,050)	-	-	(22,939)	(22,939)
Sponsorships		-	-	(1,902)	(1,902)	-	-	(1,981)	(1,981)
Depreciation		-	-	(1,726)	(1,726)	-	-	(2,181)	(2,181)
Finance Costs		-	-	-	-	-	-	-	-
TOTAL		274.2	4,025	(58,503)	(54,478)	278.5	3,728	(62,054)	(58,326)
Program Budget									
Office of the Director		3.0	-	(715)	(715)	3.0	-	(743)	(743)
Park Lands, Policy & Sustainability		36.6	46	(7,889)	(7,843)	36.9	47	(8,249)	(8,202)
City Operations		230.3	2,935	(46,782)	(43,847)	235.3	3,046	(50,211)	(47,165)
Kadaltilla / Park Lands Authority		1.3	323	(323)	-	1.3	359	(359)	-
Strategic Projects		3.0	721	(2,794)	(2,073)	2.0	276	(2,492)	(2,216)
TOTAL		274.2	4,025	(58,503)	(54,478)	278.5	3,728	(62,054)	(58,326)

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(1,063)	-	-
Renewal		-	(1,988)	-	(3,749)
TOTAL		-	(3,051)	-	(3,749)

City Operations

City Shaping Portfolio

Strategic Our Environment
Plan link Our Places

Ensures our City's assets, including streets, parks and other public spaces, are attractive, clean, well presented and maintained, so we all have a city to enjoy and to be proud of.

Functions supported:

- Green Waste Recycling and Mulch
- Kerbside Waste Collections and Recycling
- Monuments, Fountains and Public Art
- Park Lands and Open Space Management: Furniture and Fittings; Public Conveniences; Public Lighting; Roads and Footpaths; Stormwater; Tree Management
- Playground and Play Spaces
- Public Litter Bins
- Streets and Footpaths: Furniture and Fittings; Lighting; Public Conveniences; Signage and Line Marking; Stormwater; Streetscapes and Verges; Tree Management

Outputs for the year ahead

- Optimise and deliver planned and responsive maintenance programs across all Council assets including infrastructure, buildings, urban elements, horticulture, arboriculture, cleansing, waste and fleet, ensuring service reliability, efficiency and asset longevity
- Support the achievement of increased canopy cover by delivering the operational components of the accelerated greening program
- Enhance safety, compliance and service standards across cleansing, waste collection and processing, building compliance, tree risk management and community lighting, ensuring legislative obligations are met and community expectations exceeded
- Embed and implement the Plant and Fleet Asset Management Plan, progressing next-stage actions that support Integrated Climate Strategy targets and operational efficiency
- Scale and evaluate innovative city trials to improve customer experience, using data and feedback to inform permanent service improvements
- Strengthen out-of-hours service capability to respond effectively to emerging issues, emergencies and community needs across the City of Adelaide
- Deliver Minor Capital Works in alignment with Council's capital works program, ensuring seamless coordination, quality outcomes and minimal disruption to the community
- Advance operational data capture and asset intelligence, ensuring future operational impacts of capital projects are accurately forecast, resourced and sustainably managed
- Implement suites of Maintenance Service Standards that align with the organisation's Asset Management Plans

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27					
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
Operating Budget										
Revenue	-		2,935	-	2,935	-	3,046	-	3,046	
Employee Costs	230.3		-	(26,000)	(26,000)	235.3	-	(27,903)	(27,903)	
Materials	-		-	(19,056)	(19,056)	-	-	(20,122)	(20,122)	
Sponsorships	-		-	-	-	-	-	(5)	(5)	
Depreciation	-		-	(1,726)	(1,726)	-	-	(2,181)	(2,181)	
Finance Costs	-		-	-	-	-	-	-	-	
TOTAL	230.3		2,935	(46,782)	(43,847)	235.3	3,046	(50,211)	(47,165)	
Activity View										
Associate Director (office)		2.0	-	(403)	(403)		2.0	-	(447)	(447)
Manager, City Maintenance		1.0	-	(202)	(202)		1.0	-	(210)	(210)
Manager, City Presentation		1.0	-	(213)	(213)		1.0	-	(221)	(221)
Cleansing		47.0	10	(7,434)	(7,424)		47.5	28	(8,249)	(8,221)
Facilities		5.0	-	(3,408)	(3,408)		5.0	-	(3,554)	(3,554)
Horticulture		87.1	2,596	(16,432)	(13,836)		87.1	2,666	(17,193)	(14,527)
Infrastructure Maintenance		33.0	-	(6,164)	(6,164)		35.0	-	(6,703)	(6,703)
Operations Support		24.0	18	(2,527)	(2,509)		25.0	19	(3,036)	(3,017)
Trades		14.8	261	(5,722)	(5,461)		14.8	268	(5,916)	(5,648)
Waste		4.0	50	(3,599)	(3,549)		5.5	65	(3,917)	(3,852)
Workshops		11.4	-	(678)	(678)		11.4	-	(765)	(765)
TOTAL		230.3	2,935	(46,782)	(43,847)		235.3	3,046	(50,211)	(47,165)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
Safer City Program	-		-	(95)	-	(95)	-	-	(172)	-	(172)
TOTAL				(95)		(95)			(172)		(172)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
Fleet Management Information System	-		-	-	-	-	-	-	-	(300)	(300)
Fuel Management system upgrade	-		-	-	-	-	-	-	-	(100)	(100)
John E Brown Park Site Remediation	-		-	-	(135)	(135)	-	-	-	-	-
Nursery and Green Waste Recycling Facility	-		-	-	-	-	-	-	-	(115)	(115)
TOTAL					(135)	(135)				(515)	(515)

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-		(474)	-	-
Renewal	-		(1,988)	-	(3,749)
TOTAL			(2,462)		(3,749)

Park Lands, Policy and Sustainability

City Shaping Portfolio

Strategic Plan link

Our Community, Our Environment, Our Economy, Our Places

Establishes clear and integrated policies and plans to shape a well designed, planned and developed City, to protect and enhance our unique Park Lands, and support a welcoming and resilient community that demonstrates environmental leadership.

Functions supported:

- Adelaide Park Lands Strategy and Planning
- Economic Development Strategy
- Heritage Management and Promotion
- Housing and Homelessness Strategies
- Kadaltilla / Adelaide Park Lands Authority
- City Planning Policy
- Reconciliation
- Social Policy
- Disability Access and Inclusion
- Sustainability and Climate Action

Outputs for the year ahead

- Deliver meaningful climate action, circular economy and sustainability programs and embed environment, social and economic strategic policy objectives into City of Adelaide policy and processes
- Use the City Plan to inform the future urban form of Adelaide and advocacy to the State Government, including a rolling program of Council-led amendments to the State Government’s Planning and Design Code
- Deliver heritage action and programs relating to local, state, national and world heritage
- Deliver reconciliation initiatives and maintain meaningful relationships with Kurna people and other Aboriginal and Torres Strait Islander people
- Deliver Council policies and approaches for climate, homelessness, housing, disability access and inclusion and economic development
- Deliver the Adelaide Park Lands Management Strategy on behalf of Kadaltilla and maintain Community Land Management Plans for the Adelaide Park Lands

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		46	-	46	-	47	-	47
Employee Costs	36.6		-	(5,549)	(5,549)	36.9	-	(5,868)	(5,868)
Materials	-		-	(903)	(903)	-	-	(907)	(907)
Sponsorships	-		-	(1,437)	(1,437)	-	-	(1,474)	(1,474)
Depreciation	-		-	-	-	-	-	-	-
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	36.6		46	(7,889)	(7,843)	36.9	47	(8,249)	(8,202)
Activity View									
Associate Director (office)	3.0		-	(502)	(502)	3.0	-	(528)	(528)
City Planning and Heritage	15.2		46	(3,795)	(3,749)	15.5	47	(3,996)	(3,949)
Low Carbon & Circular Economy	7.8		-	(1,745)	(1,745)	7.8	-	(1,772)	(1,772)
Park Lands & Sustainability	7.6		-	(1,279)	(1,279)	7.6	-	(1,346)	(1,346)
Reconciliation	3.0		-	(568)	(568)	3.0	-	(607)	(607)
TOTAL	36.6		46	(7,889)	(7,843)	36.9	47	(8,249)	(8,202)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
Annual Delivery of Kuarna Initiatives	-	-	-	-	(27)	(27)	-	-	-	(28)	(28)
City of Adelaide Prize	-	-	-	-	-	-	-	-	-	(31)	(31)
Heritage Incentive Scheme	-	-	-	-	(1,162)	(1,162)	-	-	-	(1,162)	(1,162)
Heritage Promotion Program	1.1	-	-	(132)	(56)	(188)	1.1	-	(140)	(56)	(196)
History Festival	-	-	-	-	(33)	(33)	-	-	-	(33)	(33)
Homelessness - Social and Affordable Housing	1.0	-	-	(165)	-	(165)	1.0	-	(172)	-	(172)
Homeless and Vulnerable People Project	-	-	46	-	(46)	-	-	47	-	(47)	-
Integrated Climate Strategy - SIS	-	-	-	-	(233)	(233)	-	-	-	(238)	(238)
Integrated Climate Strategy - Carbon Neutral	2.8	-	-	(380)	(105)	(485)	2.8	-	(385)	(121)	(506)
Integrated Climate Strategy - Sustainability	-	-	-	-	(124)	(124)	-	-	-	(126)	(126)
NAIDOC Week Celebrations	-	-	-	-	(54)	(54)	-	-	-	(57)	(57)
Noise Management Program Incentive Scheme	-	-	-	-	(48)	(48)	-	-	-	(48)	(48)
Safer City Program	1.6	-	-	(253)	(32)	(285)	1.6	-	(263)	(32)	(295)
TOTAL	6.4	6.4	46	(930)	(1,920)	(2,804)	6.4	47	(960)	(1,979)	(2,892)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
Adaptive Reuse City Housing Initiative		2.0	303	(234)	(372)	(303)	2.0	276	(291)	(265)	(280)
Annual Cultural Burn in the Park Lands		-	-	-	(25)	(25)	-	-	-	-	-
City Plan Digital Tool		-	-	-	(67)	(67)	-	-	-	-	-
COP 31		-	-	(53)	(70)	(123)	-	-	-	-	-
Climate impact assessment for the Adelaide Park Lands		-	-	-	-	-	-	-	-	(100)	(100)
Planning and Design Code Amendment Program Delivery		-	-	-	(80)	(80)	-	-	-	(150)	(150)
Disability Access and Inclusion Plan 2024-2028 Implementation		-	-	-	(130)	(130)	-	-	-	(212)	(212)
Economic Development Strategy Implementation		-	-	-	-	-	-	-	-	(100)	(100)
Homelessness Strategy Implementation		-	-	-	-	-	-	-	-	(22)	(22)
Housing Strategy Implementation		-	-	-	(194)	(194)	-	-	-	-	-
Integrated Climate Strategy EV Charging		-	-	-	-	-	-	-	-	(75)	(75)
Integrated Climate Strategy Food organics high-rise - pilot		-	-	-	-	-	-	-	-	(150)	(150)
Kerbside waste audit		-	-	-	-	-	-	-	-	(100)	(100)
Key Biodiversity Area Management Plans		-	-	-	(65)	(65)	-	-	-	-	-
Master Plan for Helen Mayo Park		-	250	-	(250)	-	-	-	-	-	-
National Heritage Management Plan First Nations Heritage		-	168	-	(207)	(39)	-	-	-	(190)	(190)
National Heritage Management Plan Implementation		-	-	-	(139)	(139)	-	-	-	-	-
Stretch Reconciliation Action Plan 2024-2027 Implementation		-	-	-	-	-	-	-	-	(60)	(60)
Social Planning Homelessness and Adelaide Zero Project Resourcing		-	-	-	(215)	(215)	-	-	-	(222)	(222)
Sustainability Design Prize		-	-	-	-	-	-	-	-	(40)	(40)
Tree Martin Management - 2026 Migratory Season		-	-	-	(300)	(300)	-	-	-	-	-
World Heritage Bid for the Park Lands		1.0	-	(136)	(122)	(258)	-	-	-	-	-
TOTAL		3.0	721	(423)	(2,236)	(1,938)	2.0	276	(291)	(1,686)	(1,701)

	2025/26 Q3 Budget		2026/27		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	(589)	-	-
Renewal		-	-	-	-
TOTAL		-	(589)	-	-

Kadaltilla / Adelaide Park Lands Authority

City Shaping Portfolio

Strategic Plan link Our Environment

To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands.

Functions supported:

- Advocacy, advice and policy governance
- Adelaide Park Lands Management Strategy
- Stakeholder and intergovernmental relations
- Brand and Marketing

Outputs for the year ahead

- Promote the cultural values of the Park Lands including Kurna culture, heritage, and wellbeing
- Maintain and improve climate resilience and the landscape values of the Park Lands
- Treat the Park Lands holistically with an adaptive future focused approach
- Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

The following table provides a view of this Subsidiary’s budget by both operations and activity:

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		323	-	323	-	359	-	359
Employee Costs		1.3	-	(180)	(180)	1.3	-	(189)	(189)
Materials		-	-	(143)	(143)	-	-	(155)	(155)
Sponsorships		-	-	-	-	-	-	(15)	(15)
Depreciation		-	-	-	-	-	-	-	-
Finance Costs		-	-	-	-	-	-	-	-
TOTAL		1.3	323	(323)	-	1.3	359	(359)	-
Activity View									
Kadaltilla		1.3	323	(323)	-	1.3	359	(359)	-
TOTAL		1.3	323	(323)	-	1.3	359	(359)	-

Operating Activities that this Subsidiary delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Subsidiary delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Corporate Services Portfolio (including Subsidiaries)

The Corporate Services Portfolio provides effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation.

The Portfolio contains: Finance and Procurement; Governance and Strategy; Information Management; and People Programs.

This Portfolio includes Council subsidiaries: Adelaide Central Market Authority; and the Adelaide Economic Development Agency.

Key Focus areas

- Update of the Long Term Financial Plan
- Continuous improvement of community engagement
- Cybersecurity uplift
- Workforce planning
- Transition to One Market (Adelaide Central Market)
- Support visitor economy, jobs and investment in the city

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		162,606	-	162,606	-	176,631	-	176,631
Employee Costs	165.5		-	(18,040)	(18,040)	171.5	-	(20,016)	(20,016)
Materials	-		-	(21,826)	(21,826)	-	-	(28,478)	(28,478)
Sponsorships	-		-	(3,376)	(3,376)	-	-	(3,784)	(3,784)
Depreciation	-		-	(9,400)	(9,400)	-	-	(8,693)	(8,693)
Finance Costs	-		-	(2,416)	(2,416)	-	-	(2,779)	(2,779)
TOTAL	165.5		162,606	(55,058)	107,548	171.5	176,631	(63,750)	112,881
Program Budget									
Office of the COO	5.0		-	(974)	(974)	5.0	-	(1,018)	(1,018)
Finance and Procurement	28.8		142	(4,848)	(4,706)	28.8	150	(5,068)	(4,918)
Governance and Strategy	23.3		-	(6,145)	(6,145)	24.2	-	(6,642)	(6,642)
Information Management	33.0		38	(15,849)	(15,811)	32.0	35	(16,916)	(16,881)
People^	28.8		-	(5,085)	(5,085)	31.0	20	(5,731)	(5,711)
Corporate Activities ⁺	3.0		152,014	143	152,157	3.0	163,509	(90)	163,419
ACMA	9.8		5,584	(6,221)	(637)	10.9	8,305	(9,028)	(723)
AEDA	32.6		4,528	(13,146)	(8,618)	32.6	4,612	(13,786)	(9,174)
Strategic Projects	1.2		300	(2,933)	(2,633)	4.0	-	(5,471)	(5,471)
TOTAL	165.5		162,606	(55,058)	107,548	171.5	176,631	(63,750)	112,881

⁺includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management Target, and capital overhead.

[^]includes 10.0 FTE Graduates allocated in business units across the Administration

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	1,939		(6,656)	1,901	(2,592)
Renewal	-		(2,417)	-	(1,237)
TOTAL	1,939		(9,073)	1,901	(3,829)

Finance and Procurement

Corporate Services Portfolio

Strategic Plan link Our Corporation

Ensures public resources are effectively managed to enable the delivery of Council’s priorities and strategic plans, funding a long-term financially sustainable approach to delivery of services and infrastructure, and creating significant public value through sustainable procurement practices.

Functions supported:

- Procurement, Purchasing and Contract Management
- Financial Planning, Analysis and Reporting
- Ratings and Receivables

Outputs for the year ahead

- Deliver the 2026/27 Business Plan and Budget
- Update the Long Term Financial Plan for the period 2026/27 to 2035/36
- Support the 2026 Council Election and onboarding of newly elected Council Members
- Review of Finance and Procurement systems
- Review of Rates and Debtor Management

The following table provides a view of this Program’s budget by both operations and activity:

	\$'000	2025/26 Q3 Budget			2026/27				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	142	-	142	-	150	-	150	
Employee Costs	28.8	-	(4,090)	(4,090)	28.8	-	(4,296)	(4,296)	
Materials	-	-	(758)	(758)	-	-	(772)	(772)	
Sponsorships	-	-	-	-	-	-	-	-	
Depreciation	-	-	-	-	-	-	-	-	
Finance Costs	-	-	-	-	-	-	-	-	
TOTAL	28.8	142	(4,848)	(4,706)	28.8	150	(5,068)	(4,918)	
Activity View									
Associate Director	1.0	-	(278)	(278)	1.0	-	(283)	(283)	
Financial Planning & Reporting	13.0	-	(2,044)	(2,044)	13.0	-	(2,135)	(2,135)	
Procurement & Contract Management	7.8	-	(1,103)	(1,103)	7.8	-	(1,160)	(1,160)	
Rates & Receivables	7.0	142	(1,423)	(1,281)	7.0	150	(1,490)	(1,340)	
TOTAL	28.8	142	(4,848)	(4,706)	28.8	150	(5,068)	(4,918)	

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	2025/26 Q3 Budget				2026/27					
		FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Governance and Strategy

Corporate Services Portfolio

**Strategic
Plan link** Our Corporation

The Governance and Strategy program is responsible for enabling robust, transparent and effective governance and risk management processes, and working collaboratively to create, maintain and integrate well researched strategies, policies, and plans which guide decision making and support our city and our community to thrive.

Functions supported:

- Business Planning and Reporting
- Community Engagement
- Compliance and Freedom of Information
- Council Governance and administration
- Corporate Governance
- Enterprise Risk
- Grants and Partnership Management
- Legal Services
- Policy Governance
- Project Delivery and Performance
- Research and Insights
- Security and Emergency Management
- Strategic and Service Planning

Outputs for the year ahead

- Provide advice and coordination on risk, legal services, insurance, council and corporate governance, emergency management, strategic and corporate planning, policy, research, project and grant management and community engagement
- Provide high-level support and advice to ensure Council Members fulfill their roles and responsibilities
- Monitor and maintain an appropriate suite of insurance and perform claims management
- Coordinate the delivery of the Business Plan and Budget and Strategic Plan
- Coordinate development and implementation of Community Engagement Toolkit
- Coordinate and support organisational research
- Deliver initiatives which support an organisational approach to risk management, internal audits and controls and legislative compliance, including the strategic internal audit plan
- Deliver Council's Business and City User Profile Surveys
- Deliver Council and Corporate reporting services
- Deliver agenda management for Council and Committee meetings

The following table provides a view of this Program's budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	-	-	-	-	-	-	-
Employee Costs	23.3	-	(3,010)	(3,010)	(3,010)	24.2	-	(3,298)	(3,298)
Materials	-	-	(3,135)	(3,135)	(3,135)	-	-	(3,344)	(3,344)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	23.3	-	(6,145)	(6,145)	(6,145)	24.2	-	(6,642)	(6,642)
Activity View									
Associate Director	1.0	-	(258)	(258)	(258)	1.0	-	(270)	(270)
Corporate Governance	5.2	-	(3,291)	(3,291)	(3,291)	6.3	-	(3,587)	(3,587)
Council Governance	5.1	-	(1,133)	(1,133)	(1,133)	4.9	-	(1,199)	(1,199)
Project Management Office	5.0	-	(262)	(262)	(262)	5.0	-	(292)	(292)
Strategy & Insights	7.0	-	(1,201)	(1,201)	(1,201)	7.0	-	(1,294)	(1,294)
TOTAL	23.3	-	(6,145)	(6,145)	(6,145)	24.2	-	(6,642)	(6,642)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget				2026/27				
			Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget				2026/27				
			Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
Council and Committee Support Officer	-	-	-	-	-	-	-	-	-	(110)	(110)
Election 2026	-	-	-	-	(752)	(752)	-	-	-	(995)	(995)
City of Adelaide Community Charter Implementation	-	-	-	-	-	-	-	-	-	(40)	(40)
2025 Resident Survey Analysis	-	-	-	-	(20)	(20)	-	-	-	-	-
Supplementary Election 2025	-	-	-	-	(102)	(102)	-	-	-	-	-
Threat and Risk Assessment - Rundle Mall Precinct	-	-	-	-	-	-	-	-	-	(30)	(30)
TOTAL	-	-	-	-	(874)	(874)	-	-	-	(1,175)	(1,175)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Information Management

Corporate Services Portfolio

Strategic Plan link Our Corporation

To enable delivery of customer focused services to our community IM delivers integrated technology solutions that improve access to information, streamline processes, safeguard our information and systems, and encourage collaboration across the organisation.

Functions supported:

- Archives and Civic Collection Management
- Corporate Records Management
- Cybersecurity
- Projects and partnering
- Service Desk
- Technology, Infrastructure and Platforms

Outputs for the year ahead

- Provide a customer-centric business partnering service with advice and guidance consistent with our enterprise architecture principles
- Support the delivery of business outcomes and making data-driven decisions through accessible and user-friendly systems, processes, and data
- Design and implement strategic and operational planning processes to ensure the ongoing management and safekeeping of corporate information and data assets
- Digitise records and archival materials to manage, find and store the backlog materials physically stored in the organisation more effectively
- Manage collecting and preserving historical and culturally significant archive materials and artifacts
- Support and deliver enterprise records management systems and guidance
- Provide simple, modern, and efficient customer focussed service delivery capability
- Implement activities and initiatives from the cybersecurity roadmap to uplift the organisation’s maturity in cyber resilience
- Deliver the planned initiatives of the business systems roadmap (Salesforce) and data analytics roadmap

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		38	-	38	-	35	-	35
Employee Costs	33.0		-	(4,913)	(4,913)	32.0	-	(4,915)	(4,915)
Materials	-		-	(9,083)	(9,083)	-	-	(10,096)	(10,096)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(1,853)	(1,853)	-	-	(1,905)	(1,905)
Finance Costs	-		-	-	-	-	-	-	-
TOTAL	33.0		38	(15,849)	(15,811)	32.0	35	(16,916)	(16,881)
Activity View									
Associate Director	13.0		8	(2,056)	(2,048)	10.0	-	(1,633)	(1,633)
Project Delivery	7.0		-	(2,576)	(2,576)	8.0	-	(3,088)	(3,088)
Service Desk	6.0		30	(9,899)	(9,869)	7.0	35	(10,972)	(10,937)
Technology, Infrastructure and Platforms	7.0		-	(1,318)	(1,318)	7.0	-	(1,223)	(1,223)
TOTAL	33.0		38	(15,849)	(15,811)	32.0	35	(16,916)	(16,881)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Operating Activities											
Business Systems Roadmap		1.0	-	(100)	(1,500)	(1,600)	-	-	-	(1,600)	(1,600)
TOTAL		1.0	-	(100)	(1,500)	(1,600)	-	-	-	(1,600)	(1,600)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
AI-Driven Solutions for Enhanced City Services		-	-	-	-	-	-	-	-	(250)	(250)
Archives Digitisation Project		-	-	-	-	-	-	-	-	(100)	(100)
Clipper Ship City of Adelaide		-	-	-	(30)	(30)	-	-	-	-	-
Cyber Security Enhancement		-	-	-	(110)	(110)	-	-	-	(125)	(125)
TOTAL		-	-	-	(140)	(140)	-	-	-	(475)	(475)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade			(372)	-	-
Renewal			(2,130)	-	(1,237)
TOTAL		-	(2,502)	-	(1,237)

People

Corporate Services Portfolio

Strategic Plan link Our Corporation

Strengthens our organisation’s capability to lead and deliver essential services for our community, corporate services for our organisation, and brilliant experiences in our City, by co-creating an environment where our people thrive, live our values, reach their potential, and learn and grow.

Functions supported:

- Human Resource Management
- Internal Communications and Connection
- Organisational Development
- Payroll
- Safety and Wellbeing

Outputs for the year ahead

- Provide a customer centric business partnering service which provides expert advice and guidance consistent with terms and conditions of employment and applicable work health and safety, payroll and industrial relations legislation
- Design and implement initiatives which support a diverse organisational environment and culture which is high performing, engaged, and inclusive
- Support the delivery of business outcomes and the making of data driven workforce decisions through the availability of accessible and user-friendly workforce management systems, processes, and data
- Design and implement strategic and operational workforce planning processes to enable the identification of future workforce needs and
- Support organisational and employee development
- Design and implement attraction and retention strategies and initiatives that strengthen CoA’s employer brand and position CoA as an employer of choice
- Design and implement safety and wellbeing systems, processes and initiatives which provide a holistic approach to workplace safety and wellbeing
- Support knowledge sharing and connections across the organisation through internal communication channels and initiatives

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-	-	-	-	-	-	20	-	20
Employee Costs	28.8	-	(3,846)	(3,846)	(3,846)	31.0	-	(4,395)	(4,395)
Materials	-	-	(1,239)	(1,239)	(1,239)	-	-	(1,336)	(1,336)
Sponsorships	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-
TOTAL	28.8	-	(5,085)	(5,085)	(5,085)	31.0	20	(5,731)	(5,711)
Activity View									
Associate Director	3.0	-	(599)	(599)	(599)	4.0	-	(832)	(832)
People Experience	15.8	-	(2,613)	(2,613)	(2,613)	16.0	20	(2,807)	(2,787)
People Safety and Wellbeing	4.0	-	(774)	(774)	(774)	4.0	-	(812)	(812)
People Services	6.0	-	(1,099)	(1,099)	(1,099)	7.0	-	(1,280)	(1,280)
TOTAL	28.8	-	(5,085)	(5,085)	(5,085)	31.0	20	(5,731)	(5,711)

People Experience FTE count includes 10.0 FTE Graduates allocated in business units across the Administration

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Operating Activities											
Graduate Employment Program		10.6	-	(1,105)	(17)	(1,122)	10.6	-	(1,177)	(20)	(1,197)
TOTAL		10.6	-	(1,105)	(17)	(1,122)	10.6	-	(1,177)	(20)	(1,197)

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
Aboriginal Employment and Inclusion Coordinator		0.2	-	(34)	-	(34)	-	-	-	-	-
Talent Acquisition Advisor		1.0	-	(121)	-	(121)	-	-	-	-	-
Workforce Management Phase 3		-	-	-	(26)	(26)	2.0	-	(247)	-	(247)
TOTAL		1.2	-	(155)	(26)	(181)	2.0	-	(247)	-	(247)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		-	-	-	-
Renewal		-	-	-	-
TOTAL		-	-	-	-

Adelaide Central Market Authority

Corporate Services Portfolio

Strategic Plan link Our Economy

Oversees the strategy, management and operation of the Adelaide Central Market as a commercially sustainable, diverse and iconic fresh produce market.

Functions supported:

- Market Operations (including Security, Cleaning, Waste)
- Commercial Leasing
- Property management
- Trader engagement and support
- Customer Service and Visitor Information
- Events and Activations
- Marketing, Social Media, Website Management
- Media and Public Relations
- ACMA Board governance and support
- Online Market Operations
- Market Precinct partnerships

Outputs for the year ahead

- Operational preparedness and transition activities to lead to Market Expansion opening
- Ensure customer experiences are at the heart of all decisions every day
- Enable and partner with our traders to support them in the delivery of an exceptional shopping experience
- Implement the retail leasing strategy and transition to One Market, including securing new tenancies
- Plan and deliver programs that address the current and emerging needs of our customers and traders
- Take a responsible and sustainable approach to our business in pursuing positive long-term financial results
- Contribute to the economic, social and cultural wellbeing of our precinct and community

The following table provides a view of this Subsidiary’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		5,584	-	5,584	-	8,305	-	8,305
Employee Costs	9.8		-	(1,776)	(1,776)	10.9	-	(2,090)	(2,090)
Materials	-		-	(4,400)	(4,400)	-	-	(6,899)	(6,899)
Sponsorships	-		-	-	-	-	-	-	-
Depreciation	-		-	(42)	(42)	-	-	(38)	(38)
Finance Costs	-		-	(3)	(3)	-	-	(1)	(1)
TOTAL	9.8		5,584	(6,221)	(637)	10.9	8,305	(9,028)	(723)
Activity View									
ACMA Operations	6.8		5,497	(5,388)	109	10.9	8,230	(8,819)	(589)
Market Expansion	3.0		-	(600)	(600)	-	-	-	-
Online Market Platform	-		87	(233)	(146)	-	75	(209)	(134)
TOTAL	9.8		5,584	(6,221)	(637)	10.9	8,305	(9,028)	(723)

Operating Activities that this Subsidiary delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget					2026/27					
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-		-	-	-	-	-	-	-	-	-
TOTAL	-		-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Subsidiary delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
ACMA Traders Sustainability Program Stage 2	-		50	-	(50)	-	-	-	-	-	-
Adelaide Central Market Expansion Operational Preparedness	-		-	-	(859)	(859)	2.0	-	(217)	(2,048)	(2,265)
Market Expansion Art Project (Internal Spaces)	-		-	-	-	-	-	-	-	(100)	(100)
Market Expansion Technical Services & Site Management	-		-	-	(80)	(80)	-	-	-	(295)	(295)
TOTAL	-		50	-	(989)	(939)	2.0	-	(217)	(2,443)	(2,660)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-		(3,168)	-	(333)
Renewal	-		(2)	-	-
TOTAL	-		(3,170)	-	(333)

Note: Some of the new and upgrade budget from previous financial years income and expenditure has been retimed into 2026/27 and is incorporated in the 2026/27 income and expenditure.

Adelaide Economic Development Agency

Corporate Services Portfolio

Strategic Plan link Our Economy

Accelerate economic growth in the CoA by attracting investment, supporting businesses to grow, funding festivals, growing the visitor economy, supporting residential growth, managing Rundle Mall and marketing the city as a destination and ‘magnet city’.

Functions supported:

- Business Support and Investment
- Economic Data and Insights
- Event and Festival Sponsorship
- Marketing the City
- Precinct Group Funding
- Residential Growth
- Rundle Mall Management, Activations and Marketing
- Funding for strategic partnerships
- Visitor Economy
- Visitor Information Services

Outputs for the year ahead

- Market and activate Rundle Mall, promote the precinct to new brands, continue work to reposition the Mall in response to changes in retail trends and consumer behaviour and celebrate the Mall’s 50th anniversary
- Support visitation to the City by directly investing into a program of events and festivals
- Work with partner organisations such as Business Events Adelaide, Study Adelaide, Renew Adelaide, Festival City Adelaide, MTP Connect and ThinkLab to build the city’s economy
- Deliver initiatives that increase the number of workers in the City by supporting businesses to grow or locate in Adelaide
- Market and promote the city with a consistent brand that underpins AEDA’s marketing activities, supporting investment and visitor attraction
- Ensuring people visiting Adelaide receive advice and information that exceeds their expectations, both on the digital platform and in the new Visitor Experience Centre.
- Support precinct groups
- Provide events and data that stimulate thinking about the City’s economy and can underpin business decision making

The following table provides a view of this Subsidiary’s budget by both operations and activity:

	2025/26 Q3 Budget				2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue	-		4,528	-	4,528	-	4,612	-	4,612
Employee Costs	32.6		-	(4,834)	(4,834)	32.6	-	(5,346)	(5,346)
Materials	-		-	(4,887)	(4,887)	-	-	(4,881)	(4,881)
Sponsorships	-		-	(3,346)	(3,346)	-	-	(3,477)	(3,477)
Depreciation	-		-	(72)	(72)	-	-	(77)	(77)
Finance Costs	-		-	(7)	(7)	-	-	(5)	(5)
TOTAL	32.6		4,528	(13,146)	(8,618)	32.6	4,612	(13,786)	(9,174)
Activity View									
General Manager AEDA	2.0		-	(555)	(555)	2.0	-	(569)	(569)
Business and Investment	8.0		-	(2,788)	(2,788)	8.0	-	(3,066)	(3,066)
Marketing	8.0		-	(2,144)	(2,144)	8.0	-	(2,213)	(2,213)
Rundle Mall Management	9.6		4,518	(4,520)	(2)	9.6	4,612	(4,612)	-
Visitor Economy	5.0		10	(3,139)	(3,129)	5.0	-	(3,326)	(3,326)
TOTAL	32.6		4,528	(13,146)	(8,618)	32.6	4,612	(13,786)	(9,174)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Operating Activities											
Adelaide Fashion Week	-	-	-	-	(489)	(489)	-	-	-	(502)	(502)
Business Growth - Business Support	-	-	-	-	(168)	(168)	-	-	-	(241)	(241)
Data and Insights	3.0	-	-	(351)	(126)	(477)	3.0	-	(443)	(119)	(562)
Event and Festival Sponsorship	-	-	-	-	(1,990)	(1,990)	-	-	-	(2,039)	(2,039)
General Marketing	-	-	-	-	(420)	(420)	-	-	-	(431)	(431)
Main Streets Development	-	-	-	-	(190)	(190)	-	-	-	(280)	(280)
Grants / Precinct Activation	-	-	-	-	(1,142)	(1,142)	-	-	-	(1,137)	(1,137)
Strategic Partnerships	-	-	-	-	(198)	(198)	-	-	-	(203)	(203)
Visitor Growth - Tourism Projects	-	-	-	-	(198)	(198)	-	-	-	(203)	(203)
TOTAL	3.0	-	-	(351)	(4,723)	(5,074)	3.0	-	(443)	(4,952)	(5,395)

Strategic and Capital Projects that this Subsidiary delivers (*cost in addition to the Program Budget*):

	\$'000	FTE	2025/26 Q3 Budget			Total(N)	FTE	2026/27			Total(N)
			Inc.	Emp.	Ext.			Inc.	Emp.	Ext.	
Strategic Projects											
Black Friday	-	-	-	-	(50)	(50)	-	-	-	-	-
City Brand Development	-	-	-	-	(100)	(100)	-	-	-	(150)	(150)
Investment Attraction Program	-	-	-	-	(100)	(100)	-	-	-	(200)	(200)
Rundle Mall 50th Anniversary	-	-	250	-	(250)	-	-	-	-	(257)	(257)
Rundle Mall Live Music Program	-	-	-	-	(100)	(100)	-	-	-	-	-
Small Business Program	-	-	-	-	-	-	-	-	-	(307)	(307)
Tourism and Business	-	-	-	-	(150)	(150)	-	-	-	-	-
TOTAL	-	-	250	-	(750)	(500)	-	-	-	(914)	(914)

	\$'000	2025/26 Q3 Budget		2026/27	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		1,939	(3,116)	1,901	(2,259)
Renewal		-	(285)	-	-
TOTAL		1,939	(3,401)	1,901	(2,259)

Note: Some of the new and upgrade budget from previous financial years income and expenditure has been retimed into 2026/27 and is incorporated in the 2026/27 income and expenditure.

Office of the Chief Executive / Office of the Lord Mayor

Supports the CEO to lead a sustainable, successful organisation, to make well informed decisions to deliver on Council’s priorities, and to foster productive partnerships both with industry, and local government and other government bodies through the delivery of effective intergovernmental relations.

Supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our strategic plan, and fulfill our Capital City leadership responsibilities.

Functions supported:

- Advocacy, partnerships and intergovernmental relations
- Capital city oversight
- Civic protocols and events
- Communication and public relations
- Executive support and administration
- Lord Mayor and Council administration

Outputs for the year ahead

- Participate and advocate to Federal, State and Local Governments
- Manage stakeholder relationships that support City, Community and Civic development
- Facilitate strong connections through Civic Events, Forums, Local, National and International partnerships
- Ensure that the organisation is providing transparent and professional advice and delivering statutory requirements
- Provide high-level administrative support and appropriate advice to ensure the Lord Mayor, Council Members and Executive fulfill their roles and responsibilities

The following table provides a view of this Program’s budget by both operations and activity:

	2025/26 Q3 Budget					2026/27				
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)	
Operating Budget										
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	10.3	-	(1,866)	(1,866)	(1,866)	10.3	-	(1,952)	(1,952)	(1,952)
Materials	-	-	(1,225)	(1,225)	(1,225)	-	-	(1,252)	(1,252)	(1,252)
Sponsorships	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-	-
TOTAL	10.3	-	(3,091)	(3,091)	(3,091)	10.3	-	(3,204)	(3,204)	(3,204)
Program Budget										
Office of the Chief Executive	4.0	-	(1,501)	(1,501)	(1,501)	4.0	-	(1,554)	(1,554)	(1,554)
Civic Event, Partnerships, and Other Events	-	-	(385)	(385)	(385)	-	-	(393)	(393)	(393)
Lord Mayor’s Office Administration	6.3	-	(1,205)	(1,205)	(1,205)	6.3	-	(1,257)	(1,257)	(1,257)
TOTAL	10.3	-	(3,091)	(3,091)	(3,091)	10.3	-	(3,204)	(3,204)	(3,204)

Operating Activities that this Program delivers (*cost embedded in the Program Budget*):

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Operating Activities											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

Strategic and Capital Projects that this Program delivers (*cost in addition to the Program Budget*):

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
N/A	-	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-	-	-

	2025/26 Q3 Budget			2026/27	
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	-	-	-	-	-
Renewal	-	-	-	-	-
TOTAL	-	-	-	-	-

Capital Projects

Council owns and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users.

To ensure existing assets are maintained, renewed and upgraded, and that we identify appropriate opportunities for new assets, capital projects are assessed and prioritised with asset sustainability and the organisation’s capacity to deliver in mind. Whilst capital projects can be funded by borrowings, we consider asset depreciation, cost of the life of an asset and responsible borrowing capacity.

(\$'000)	2025/26 Q3 Budget	2026/27
New and Upgrades	42,403	42,597
Renewal	69,871	68,825
Total	112,274	111,422

A detailed breakdown of our Capital Works Program is provided on the following pages

We categorise our capital projects expenditure to provide a better understanding of what is being delivered as:

NEW AND UPGRADE

Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending an asset or increasing the level of service the asset provides.

These projects are identified through Council’s Strategies and Plans and defined as:

- complex in nature
- installation of new infrastructure
- upgrades to existing infrastructure

Note: Some projects have been retimed from previous financial years and will continue to be delivered into 2026/27

RENEWALS

Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

These projects are grouped against multiple categories and are directly aligned to maintenance service levels contained within Council’s Asset Management Plans.

MAIN STREETS

Council remains committed to the long-term revitalisation of our five main streets, recognising their importance as centres of economic activity, community life and cultural expression. Significant groundwork has already been undertaken to support this goal, including developing design concepts, engaging with the community, contractor procurement, and actively pursuing external grant funding opportunities.

Council’s approach to the timing of main street projects is guided by a clear principle - delivering high-quality outcomes while maintaining the day-to-day functionality of the city during construction and it is recognised that upgrading all main streets at once would place significant pressure on traffic movement, local access and business activity.

Instead, Council has adopted a carefully sequenced rollout of staged revitalisation projects that minimises disruption, supports continued access to businesses and services, and ensures the city remains accessible and operational throughout the works program.

A considered and balanced approach has been taken to determining the sequencing of main street revitalisation projects, ensuring each stage can deliver the strongest benefit to the community. This includes aligning project timing with construction industry capacity, State and Commonwealth funding opportunities to maximise external investment and reduce pressure on ratepayers, coordinating works with major private developments to minimise disruption and deliver cohesive outcomes, and prioritising upgrades that improve public safety and accessibility.

Together, these factors guide well-timed, high-quality improvements that enhance the usability, comfort and overall experience of each main street while ensuring efficient and responsible use of public funds.

A staged program of detailed design, procurement and capital works has been incorporated within this 2026/27 Business Plan and Budget and will continue across future budget cycles. The following work will be progressed on our five main streets this financial year:

Main Street	2026/27 Planned Work	Target Project Completion
O’Connell Street	<ul style="list-style-type: none"> ▪ Completion of detailed design work ▪ Contractor procurement ▪ Commencement of capital works 	Q3 2028/29
Gouger Street	<ul style="list-style-type: none"> ▪ Finalise detailed design and contractor procurement ▪ Commencement of capital works 	Q1 2028/29
Melbourne Street	<ul style="list-style-type: none"> ▪ Installation of wombat crossings ▪ Commence detailed design work 	Q3 2029/30
Hutt Street	<ul style="list-style-type: none"> ▪ Finalise detailed design work ▪ Contractor procurement ▪ Commencement of capital works 	Q1 2028/29
Hindley Street	<ul style="list-style-type: none"> ▪ Pursue grant funding opportunities ▪ Commence detailed design work 	Q4 2029/30

Through this logical staged delivery approach, Council is reinforcing our commitment to revitalising City and North Adelaide main streets - delivering enduring benefits for businesses, residents and visitors, while ensuring value for money and a city that continues to function and thrive throughout the transformation.

New and Upgrade

Past FY(s) Budget	Expenditure on projects including, New and Upgrade, and Renewal components that occurred in previous financial years up to 2026/27. <i>Actual spend for financial years prior to 2025/26 and budgeted allocation for 2025/26, inclusive of project delivery cost incurred against each project.</i>
New and Upgrade	2026/27 New and Upgrade budget component.
Delivery Costs	Costs associated with the delivery of a project, such as staff time.
Renewal	2026/27 Renewal budget component. These are also included in the Renewal table on the following page.
WoP Budget	Whole of Project cost (New and Upgrade, and Renewal), which is the anticipated budget required to deliver the entire project, regardless of financial year project delivered in. <i>Inclusive of project delivery cost incurred against each project. Project delivery cost forecasts are not included per project beyond 2026/27.</i>

	\$'000	Past FY(s) Budget	2026/27 Budget			WoP Budget
			New and Upgrade	Delivery Costs	Renewal	
City Community						
City Culture						
Community Sports Building Redevelopment - Golden Wattle Park / Mirnu Wirra (Park 21 West)*>	992	3,721	701	680	6,094	
Community Sports Building Redevelopment – Mary Lee Park / Tulya Wardli (Park 27B)*>	1,403	3,400	641	1,117	6,561	
Community Sports Building Redevelopment – Concept Design	108	100	19	-	15,439	
Public Art Action Plan Deliverables	107	150	28	-	286	
Melbourne Street Public Art Commission *	-	180	34	-	214	
Minor Works Building – Security Upgrades	59	100	19	-	478	
Place of Courage *>	37	190	36	-	263	
City Infrastructure						
Infrastructure						
Adelaide Park Lands Trail - Sir Donal Bradman Drive BPAC *>	218	1,095	206	-	1,519	
Belair-City Bikeway / Adelaide Park Lands Trail - Glen Osmond Road *>	221	1,195	225	-	1,641	
Botanic Catchment water course rehabilitation >	623	448	84	151	1,307	
Brown Hill Keswick Creek (Financial Contribution)	2,595	320	-	-	5,609	
City Public Realm Greening Program >	7,190	2,000	377	-	9,612	
Franklin Street Pedestrian Crossing	137	500	94	-	731	
James Place Upgrade *>	358	1,000	188	-	1,546	
Main Street Revitalisation – Gouger Street >	2,972	7,499	1,413	7,150	30,116	
Main Street Revitalisation – Hindley Street >	2,731	511	96	33	26,891	
Main Street Revitalisation – Hutt Street >	1,326	972	183	357	24,669	
Main Street Revitalisation – Melbourne Street *>	1,800	1,300	245	232	17,297	
Main Street Revitalisation – O’Connell Street	3,519	3,335	628	1,906	25,109	
O’Connell Street / Archer Street Intersection Improvements **>	32	350	66	-	448	
Peacock Road Cycle Route *>	324	293	55	-	672	
School Safety Implementation Project - Phase 1 >	158	1,660	313	-	2,131	
School Safety Implementation Project - Phase 2 **	-	1,510	284	-	1,794	
West Pallant Street Improvements	205	93	18	575	891	
Torrens Lake Earth Retaining Structure >	634	942	177	-	1,753	
Strategic Property and Commercial						
Flinders Street Housing – Concept Planning	740	250	47	-	1,537	
UPark Central Market – Parking Guidance System	300	600	113	-	1,013	
Corporate Services						
Adelaide Central Market Authority						
Market Expansion Capital Works - Ground Floor >	762	280	53	-	1,095	
Adelaide Economic Development Agency						
Experience Adelaide Visitor Centre **>	2,246	1,901	358	-	4,505	
Total New and Upgrade Program	31,796	35,895	6,702	12,201	191,219	

*partially grant funded | **fully grant funded | ^income generating | >some/all budget retimed from previous financial years

Renewals

Renewal Budget 2026/27 Renewal budget, as per the Asset Management Plans.

Delivery Costs Costs associated with the delivery of a project, such as staff time.

	\$'000	Renewal Budget	Delivery Costs	Total Renewal Program
Buildings		13,541	1,833	15,374
Lighting & Electrical		5,363	726	6,089
Park Lands & Open Space		1,578	214	1,792
Transport		23,659	3,201	26,860
Urban Elements		4,435	600	5,035
Water Infrastructure *		7,653	1,036	8,689
Plant, Fleet & Equipment Replacement		4,986	-	4,986
Total Renewal Program		61,215	7,610	68,825

* Includes funding for the Torrens Weir Structure (Significant Renewal)

Our Resources and Budget

Resource Plan 2024-2028

How we Budget

Financial Framework and Indicators

Rates, Borrowings, Fees and Charges

Detailed Financial Overview

Financial Statements

Resource Plan 2024-2028

Council's Strategic Plan 2024 – 2028 includes a four year Resource Plan, which with the Long-Term Financial Plan (LTFP), Asset Management Plans and City Plan has informed the development of this business plan and budget.

The Resource Plan supports the delivery of the Strategic Plan and outlines the financial and nonfinancial resources required to deliver our objectives and actions over the next four years.

Financial

The financial aspect of the Resource Plan is based on principles to ensure that Council has the capacity to be financially sustainable in the medium and long term.

Financial sustainability also helps to ensure intergenerational equity so that costs associated with expenditure are equitably spread over time relevant to the communities that will draw benefit. Financial principles include but are not limited to:

- Fees and charges are equitable and respond to the community's needs
- Ensuring an effective rating system
- Considering new and different revenue streams
- Using borrowings to fund new and upgraded capital projects
- Fund operations and expenses from within the operating budget.

Council's LTFP has assumed existing service levels will be maintained, while seeking efficiency improvements in line with appropriate planning, measures and benchmarks. The four-year financial view embedded in the Resource Plan is taken from Council's adopted LTFP and provides the funding for the Strategic Plan.

This period sees significant investment in Council priorities, including upgrades to main streets, partnerships with the State Government on major projects, strategic property developments and ongoing delivery of core services. Rates will continue to be an important source of revenue, accounting for approximately 60% of total annual revenue. In line with the LTFP, over the four-year period Council assumes growth in future rate income aligned to CPI, in addition to rates from new properties, assumed at 1.0% per annum.

Factors that could impact Council's finances over the next four years include increased cost of goods and services used by the Local Government sector (measured through the Local Government Price Index), having a stronger focus on renewals and maintenance, changing service and infrastructure needs with a growing population, and interest rate impacts on Council's borrowings.

Infrastructure and Property

Asset Management Plans (AMPs) help Council to manage the assets that provide services and facilities for our community. The AMPs provide guidance for the effective management of Council's assets and are reviewed every three years to ensure we deliver the required levels of services and meet strategic and legislative requirements. The AMPs then inform Council's yearly Capital Works Program, as identified in the Business Plan and Budget.

The Resource Plan outlines the need to manage infrastructure (capital) expenditure in a way which avoids disruptive adjustments to activities, programs and event raising efforts. Over the life of the plan, the capital expenditure for Council is forecast to be approximately \$300m (which is subject to an increase or decrease depending on each yearly review, through the Business Plan and Budget process).

The Strategic Property portfolio that Council manages seeks to address strategic objectives for growth in the City, while providing additional net revenue. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government.

Resources

We also need to ensure we have appropriate resourcing from a people perspective so that we can deliver on the Strategic Plan and be responsive to emerging challenges. Workforce planning enables the corporation to attract, develop and retain the skills, knowledge and experience required to meet our strategic objectives and create a high performing culture. A focus on efficiencies and continuous improvement will enable resourcing numbers to be maintained at current levels over the four-year period.

Delivery of the Strategic Plan will also be facilitated by integrated technology solutions that improve access to information, streamline processes, and safeguard information and systems. The Business Systems Roadmap sets out the program of works over the next four years with a focus on four key themes – customers at the centre, secure and reliable, data driven, and seamless.

How we Budget

Councils are often referred to as ‘long-term businesses’ with ongoing service provision obligations and long-life assets. From an overall community perspective, it is important that council rates are set at levels as low as sustainably possible while:

- **providing the standard and breadth of services that ratepayers value**
- **ensuring that council has robust, long-term asset management**
- **financing and operational plans which allow management of assets efficiently and effectively over the long term, so as to sustain the delivery of those services and minimise their lifetime cost.**

The LTFP is used as a base to guide Council’s financial planning and includes a range of assumptions. In building the 2026/27 Business Plan and Budget the core assumptions from the LTFP were:

- Rates revenue in line with forecast inflation (excludes growth from new developments)
- Fees and charges in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, in line with forecast inflation
- Other revenue and expenditure growth, in general, in line with forecast inflation
- Interest rates relative to market expectations
- Capital renewal expenditure in line with Infrastructure and Asset Management Plans
- Capital enhancements (new and upgrade) in line with the Council decision to fund the Main Street upgrades (\$15m per year) in addition to other items identified as a priority.

For 2026/27, to make sure that the budget repair required is done in a financially sustainable manner, Council also used the following principles to guide the Business Plan and Budget build:

- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect the cost of services provided
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- Capital renewal expenditure will be based on Asset Management Plans (AMPs)
- Changes to services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/ or through savings
- Borrowings will be used to fund new and upgrade projects and not used to fund operations, expenses or renewal projects
- Short term borrowings will be used to fund the Asset Renewal Repair Fund, to ensure the increased spending required through the AMPs can be spread over a longer period to meet community expectation and their capacity to pay is managed over time through sustainable rate increases.

Financial framework and indicators

The budget process began by maintaining the 2025/26 Operating Budget throughout the year, updating the Base Budget to incorporate permanent changes to inform the following year’s budget. The various parts of the organisation then built upon the Base Budget, from the ground up, to develop the budget required to deliver the same services at the same levels for the 2026/27 year. This effectively sets the required 2026/27 Base Budget, consistent with the approach of previous years.

Identified service changes, strategic projects and operating initiatives, based on delivering the priorities of Council within the Strategic Plan and associated Strategies were developed and presented to Council for endorsement and inclusion in the Budget. At the same time, revenue assumptions, particularly for Rates and Fees and Charges, were developed independently and applied to the revenue components within the Budget.

Council has also committed to a capital program of \$111.422m of which \$42.597m will deliver new and upgraded infrastructure. To do so, Council may have to utilise borrowings.

Council is budgeting to generate an operating surplus of \$4.976m in the 2026/27 financial year. This operating surplus enables funding of Council’s commitment of 1.5% rates revenue for renewal and upgrade of community buildings in the Park Lands, service borrowings for agreed capital projects, and accounts for future service and maintenance necessitated by growth from new developments.

Funding Pathway		Expenditure	
Operations (\$000’s)			
Rates	165,626	Services	193,870
Fees and Charges	98,334	Strategic Projects	11,288
Grants and Subsidies	4,717	Renewal or replacement of existing assets	68,825
Other	1,104		
Net Capital (\$000’s)			
Borrowings	35,516	New income generating assets	250
Capital Grants and Proceeds	10,783	New Community assets	42,347
Proceeds from the sale of assets	500		

Operating Budget

Council's operating budget provides for ongoing service delivery to the community across our community and corporate services and strategic projects to deliver on specific objectives. These costs are traditionally funded via Rates Revenues or other Fees and Charges. Grants and subsidies assist with this ongoing service delivery.

Capital Budget

Council's capital budget provides for project-based delivery of new/upgraded assets as well as renewal/replacement of existing city assets. Renewal costs are funded via cashflows generated from operations and new/upgraded costs are funded from operational cashflows and borrowings.

Borrowings are mainly utilised for major infrastructure projects and major city shaping projects such as the Main Street Upgrades or commercially focused projects with a financial return on investment.

Implications for Future Years

In developing the Business Plan and Budget, borrowings have been considered in relation to the budget principles and the maximum borrowing indicators as defined by our prudential limits specified in our Treasury Policy. All borrowing terms and conditions will be in accordance with the Treasury Policy and where possible, known costs for projects and other known variables have been included in the Business Plan and Budget in alignment with Council decisions.

Borrowings at the end of 2025/26 will be impacted by the timing of cash inflows and cash outflows, and timing of when projects are delivered. The projected year-end position, monitored through the quarterly review forecast process, flows through to form the 2026/27 opening balance for borrowings. Any impact affecting the year-end balance of borrowings and the cumulative funding position will be considered to ensure that borrowings remain within our current Prudential Borrowing Limits.

Financial indicators for 2026/27	Target	2025/26 Q3 Budget	2026/27
Operating Surplus Ratio The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	3.3% ●	1.8% ●
Net Financial Liabilities The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	34% ●	36% ●
Asset Renewal Funding Ratio The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	96.2% ●	94.6% ●
Asset Test Ratio The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	14.5% ●	25.8% ●
Interest Expense Ratio Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	1.5% ●	1.9% ●
Leverage Test Ratio The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.30 years ●	0.51 years ●
Cash Flow From Operations Ratio The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	101% ●	102% ●
Borrowings The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 100% of Prudential Limit	29% ●	52% ●
Borrowings The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 100% of Prudential Limit	49% ●	71% ●

Rates, Borrowings, Fees and Charges

Rate Structure

Our Rating Structure is developed in accordance with the requirements of the *Local Government Act 1999* (SA). Key considerations include:

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- Our commitment to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the Rating Policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- Our continuing practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999* (SA). Differentiation factors previously endorsed by Council are 'Residential', 'Non-Residential' and 'Vacant Land' land uses
- Residential properties identified as predominately used for short stay accommodation will incur the non-residential differential rate of Commercial-Other
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2026/27, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue
- A minimum rate of \$415
- To protect ratepayers from large movements in property valuations a 10% cap on annual increases in general rates payable specific to individual ratepayers will be applied, subject to specific criteria
- A \$100 per household rebate for pensioners

Differential rates are allocated through varied Rates in the Dollar by the following categories: Residential, Non-Residential and Vacant Land. Further to this, separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of Landscape SA.

The Rating Policy by which Council raises rates and information on our rate in the dollar, is available at cityofadelaide.com.au/rates

Statement on Expected Rate Revenue

The 2022 Local Government reforms resulted in financial regulation changes requiring councils in South Australia to consistently show a statement on expected rate revenue. For the City of Adelaide, this information is provided on the following page. Approximately 40% of the City of Adelaide's rateable properties are non-residential (i.e., commercial), which results in a skewed average rateable amount, when compared to suburban and regional Local Governments.

Please note: *These figures represent a considered estimate of Expected Rate Revenue based on the most current information available at the time of adoption of the 2026/27 Business Plan and Budget. This information is updated regularly and therefore these figures may be subject to confirmation at the time of actual adoption of the 2026/27 Business Plan and Budget.*

Expected Rates Revenue (\$'000)	2025/26 (as adopted)	2026/27 (estimated)	Change
General Rates Revenue			
General Rates (existing properties)	156,002	166,772	5.6%
General Rates (new properties)	1,926	2,369	1.5%
General Rates (GROSS)	157,928	169,141	7.1%
Less: Mandatory Rebates (a)	(6,435)	(6,641)	
General Rates (NET)	151,493	162,500	

The percentage relates to the change in the total amount of General Rates revenue to be collected from all rateable properties, not from individual rateable properties (i.e. individual rates will not necessarily change by this figure).

Other Rates (inc. service charges) (\$'000)	2025/26 (as adopted)	2026/27 (estimated)	Change
Regional Landscape Levy	1,881	1,785	
<i>The Regional Landscape Levy is a State tax, it is not retained by council.</i>			
Rundle Mall Management Levy	4,188	4,232	
<i>The Rundle Mall Management Levy is collected for the advertising and promotion of the Rundle Mall precinct.</i>			
	157,562	168,517	
Less: Discretionary Rebates	(3,093)	(3,607)	
Expected Total Rates Revenue (b)	152,588	163,125	6.9%

Reconciliation to the Financial Statements (\$'000)	2025/26 (as adopted)	2026/27 (estimated)
Expected Total Rates Revenue	152,588	163,125
Fines and Interest on overdue rates	398	675
Building Upgrade Finance	41	41
Regional Landscape Levy	1,881	1,785
Total Rates Revenue	154,908	165,626

Summary of rateable properties	2025/26 (as adopted)	2026/27 (estimated)	Change
Number of rateable properties	27,375	27,758	1.4%
	<i>Actual</i>	<i>Estimate</i>	
Estimated average General Rates per rateable property	\$5,769	\$6,094	5.6%

The average per rateable property is calculated on all rateable properties from the different land use categories, and are therefore not reflective of the \$ rate or % change that an individual ratepayer will experience.

Notes

(a) Councils are required under the Local Government Act 1999 (SA) to provide a rebate to qualifying properties under a number of categories: Health Services - 100 per cent; Community Services - 75 per cent; Religious purposes - 100 per cent; Public Cemeteries - 100 per cent; Royal Zoological Society of SA - 100 per cent; Educational purposes - 75 per cent. The rates which are foregone via Mandatory Rebates are redistributed across the ratepayer base (i.e. all other ratepayers are subsidising the rates contribution for those properties who receive the rebate).

(b) Expected Total Rates Revenue excluding the Regional Landscape Levy as per the Local Government (Financial Management) Regulations 2011.

Expected Rate Revenue	Total expected revenue (\$'000s)			Rateable properties		Average per rateable property			Rate in the \$ 26/27	
	2025/26	2026/27	Change	2025/26	2026/27	2025/26	2026/27	Change		
Land Use (General Rates - GROSS)										
Residential	\$38,913	\$41,676	7.1%	17,216	17,457	\$2,260	\$2,387	(c)	\$127	0.11967651
Commercial - Shop	\$22,758	\$24,374	7.1%	2,430	2,464	\$9,365	\$9,891	(c)	\$526	0.14660372
Commercial - Office	\$51,250	\$54,889	7.1%	3,921	3,976	\$13,070	\$13,804	(c)	\$735	0.14660372
Commercial - Other	\$39,084	\$41,859	7.1%	3,491	3,540	\$11,196	\$11,826	(c)	\$629	0.14660372
Industry - Light	\$597	\$639	7.1%	101	103	\$5,888	\$6,225	(c)	\$337	0.14660372
Industry - Other	\$4	\$4	7.1%	1	1	\$4,221	\$4,171	(c)	-\$50	0.14660372
Vacant Land	\$1,051	\$1,126	7.1%	52	52	\$20,340	\$21,487	(c)	\$1,147	0.23935301
Other	\$4,271	\$4,574	7.1%	163	164	\$26,369	\$27,828	(c)	\$1,459	0.14660372
Total Land Use	\$157,928	\$169,141	7.1%	27,375	27,758	\$5,769	\$6,094	(c)	\$325	
Grand Total (GROSS)	\$157,928	\$169,141	7.1%	27,375	27,758	\$5,769	\$6,094	(c)	\$325	

The general rate increase is based on net rates, which is gross rates less rebates applied.

Notes

(c) Average per rateable property calculated as General Rates for each category, including the minimum rate but excluding any separate rates, divided by number of rateable properties within that category in the relevant financial year.

Adopted valuation method

Council has the option of adopting one of two valuation methodologies to assess the properties in its area for rating purposes:

Capital Value – the value of the land and all improvements on the land;

Annual Value – a valuation of the rental potential of the property.

Council adopts the use of Annual Value as the basis for valuing land within the council area. This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation. The majority of residential and non-residential properties in the City are leased (i.e. are not owner occupied), therefore it is a suitable valuation measure considering the ability to pay according to the income earning potential of the property.

Borrowings

Borrowing is undertaken in accordance with our Treasury Policy. This Policy guides our decision making in relation to funding our operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool and as such, links closely to our overall strategic management plans in the terms of:

- Strategic planning for the future of the City of Adelaide, covering short, medium and long term spending and investment issues
- Current and estimated future revenues and the ability to increase revenue through rating, user charges, additional grant funds or business activities
- Intergenerational equity considerations in terms of the ratepayers who contribute to and benefit from the related expenditure
- Current and future funding needs for both operating and capital expenditures
- Potential movements in interest rates
- Any other strategic imperative that is linked to revenue and expenditure capacities.

Fees and Charges

City of Adelaide's fees and charges are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that fees:

- Reflect (or move progressively toward) the cost of the services provided
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Financial Principles and related parameters

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers' expectations and relevant legislation.

Statutory Fees, set by the State Government, will be updated in line with the State Government Gazette and included in the Fees and Charges Schedule available online and for public inspection at Council's Customer Centre, 25 Pirie Street.

Section 188 of the *Local Government Act 1999* (SA) provides the legal context for fees and charges:

- Fees and charges are determined by resolution of Council either as a direct resolution, through a by-law or via delegation
- A council is unable to fix or vary fees or charges prescribed under other Acts
- In respect of fees for the use of facilities, services or works requests, a council need not fix fees or charges by reference to the cost to the council
- Council is required to keep the list of fees and charges on public display and provide updates where fees and charges are varied during the year.

Council, like any other organisation or household, has experienced a significant increase in costs in recent years and needs to respond accordingly.

Council recognises the need to repair its budget position if it is to invest in the required public infrastructure and delivery of services, which align to the Strategic Plan, that our community needs both now and into the future.

As such, Council has reviewed its fees and charges, and has changed 1 fee type, and increased and introduced 4 new fees, in line with other capital city and Adelaide metropolitan councils and consistent with increased costs to deliver services and meet inflation.

As a base position, Council is increasing fees by 3.5% in 2026/27 to meet rising costs and inflation. Fees reviewed include:

- Introduction of a new fee for After Hour Security Callouts at City of Adelaide Libraries and Community Centres
- Introduction of a permit fee for commercial advertising on static displays on approved low impact facilities
- Introduction of Rundle Mall fee for static outdoor advertising
- Changes to outdoor dining fees:
 - Removal of the permit transfer fee
 - 12 month fee-free for new locations or locations that have not had outdoor dining for over 12 months
 - 12 month fee-free for businesses which transition to movable furniture (consistent with the outdoor dining transition policy)
 - 50% discount of the standard outdoor dining rate for businesses located in lower pedestrian areas.

A complete list of Council's fees and charges for 2026/27 will be available online from July 2026.

Detailed Financial Overview

Income \$000's	2025/26 Q3 Budget	2026/27	Variance
Rates Revenue	154,908	165,626	10,718
Statutory Charges	19,111	21,049	1,938
User Charges	73,644	77,285	3,641
Grants, Subsidies and Contributions - Capital	1,887	485	(1,402)
Grants, Subsidies and Contributions - Operating	5,005	4,232	(773)
Investment Income	171	165	(6)
Reimbursements	374	238	(136)
Other Income	764	701	(63)
Total Income	255,864	269,781	13,918

Rates revenue - \$165.626m

In 2026/27 Council has determined that rates revenue increase of 5.6% is required (plus growth) compared to 2025/26. This increase incorporates an inflation assumption of 3.5%, 2.1% associated with the Asset Renewal Repair Fund introduced in the 2024/25 Long Term Financial Plan to fund the annual increase of \$14.9 million associated with the recently adopted Infrastructure Asset Management Plans (AMPs) over 3 financial years, and 0.5% to fund the gradual return of the Asset Renewal Funding Ratio (ARFR) to 100% over an 8 year period. Offsetting this is an imputed rate relief of (0.5%) generated by expected efficiencies within Program Budgets.

Property revaluations have been undertaken for the purposes of rating; the result of this valuation will be finalised prior to the adoption of the Business Plan and Budget and the Rate in the Dollar adjusted accordingly. This ensures Council generates the required level of rates revenue only.

Council anticipates 1.5% growth in revenue from new developments and additions.

For the Rundle Mall Separate Levy, the revenue generated is used to directly advertise, promote and manage the Rundle Mall Precinct. The expected revenue for 2026/27 will, on average, increase by 2.5%.

Statutory charges - \$21.049m

Statutory charges are fees for the provision of regulatory services. They are associated with the granting of a permit or license or with the regulation of an activity, including Development Act fees, parking fines and dog registration fees. Most fees are set by State Government legislation and administered by Council.

User charges - \$77.285m

User charges income is received from individuals, sporting groups and various other bodies that utilise user pay services and hire or lease Council-owned property. Fees have in general increased by 3.5%.

The Central Market Arcade Redevelopment is forecast to complete with partial leasing revenue generated of \$2.5m.

Council also receives income from commercial aspects of the business through the operation of the UParks and Town Hall. The commercial revenue budgets have been based on historical performance overlaid with current market conditions and projections of activity.

**Grants, subsidies and contributions – Capital
- \$0.485m**

Grants, subsidies and contributions are income received from Federal and State governments for capital projects. This income has decreased due to a higher level of once-off grants received in 2025/26. In addition to these grants recognised within operating income, the City is also expecting to receive capital grants and subsidies to fund the construction or purchase of new or upgraded assets. These are capital in nature and presented in a separate section of the Financial Statements.

**Grants, subsidies and contributions –
Operating - \$4.232m**

Grants, subsidies and contributions are income received from Federal and State governments. Operating grants, subsidies and contribution income has decreased due to a higher level of once-off grants received in 2025/26 associated with Strategic Projects of \$0.642m.

Investment Income - \$0.165m

Investment income is income derived from an asset, such as interest on bank accounts and investment properties.

Reimbursement - \$0.238m

Reimbursement income consists of all reimbursements paid to Council by insurance companies, ratepayers, developers and other tiers of government.

Other income - \$0.701m

Other income is comprised of income from commissions, and other miscellaneous receipts, and varies from year to year.

Expenses \$000's	2025/26 Q3 Budget	2026/27	Variance
Employee Costs	91,249	97,796	(6,547)
Materials, Contracts and Other Expenses	84,795	91,285	(6,490)
Sponsorships, Contributions and Donations	6,112	6,870	(758)
Depreciation, Amortisation and Impairment	62,751	66,075	(3,324)
Interest Cost on borrowings	-	317	(317)
Finance Costs - ROU Assets	2,416	2,462	(46)
Total Expenses	247,323	264,805	(17,482)

Employee costs - \$97.796m

Employee costs include base salary and all relevant on-costs, such as superannuation and work cover, as well as agency labour costs. The budget covers recurrent labour, project labour and externally funded labour. Employee costs are budgeted at \$97.796. The comparative increase of \$6.547m primarily results from assumed Enterprise Agreement increases as well as an increase to FTE.

There is an additional FTE of 10.2 resulting from the expansion of services delivered to our community, and 11.8 FTE converting fixed-term and casual FTE to ongoing.

Materials, contracts and other - \$91.285m

Materials cover many different expenses of Council including utility payments for water and electricity, library books, and consumable materials. Contracts cover costs such as contractors, waste collection, equipment hire, software license fees and consultants.

Other Expenses include audit and legal fees, communication expenses, insurance and registration, levies paid to other organisations, elected member allowances, advertising, fringe benefits tax, training and travel expenses.

Materials, contracts and other expenses are budgeted to increase by \$6.490m from \$84.795m.

This is largely due to extra costs provided for the expansion of services delivered to our community, including those incurred for the operating and maintenance of the expanded Adelaide Central Market, increased greening and maintenance, and the implementation of new strategies.

The existing expenditure base is generally indexed by 3.5% (forecast CPI) with additional increases for expenditure imposed on Council such as waste management, gas, security services and operating leases.

Sponsorships, Contributions and Donations - \$6.870m

Sponsorships, contributions and donations are paid to community groups and organisations. As Council considers a strategic view to partnerships, our funding allocation for 2026/27 has increased by \$0.758m due to the introduction of a City Community Grant program of \$0.400m and Small Business Program of \$0.307m, offset by once-off funding allocated in 2025/26.

Depreciation - \$66.075m

Depreciation is a non-cash expense that recognises the systematic allocation of the service potential (cost or replacement value) of an asset over its useful life. Over the long term, depreciation represents the minimum amount which, on average, Council needs to allocate each year towards asset replacement. This is a different concept from maintenance expenditure, which is the amount Council needs to spend each year to ensure that its assets last as long as planned. Depreciation is increasing by \$3.324m from the 2025/26 budgeted depreciation. This is a result of the revaluation of assets and the completion of key projects.

Finance costs on borrowings - \$0.317m

Finance costs include interest payable on borrowings and other banking charges. Council is budgeting for an increase of \$0.317m in line with the forecast increase in borrowings.

Note – Borrowings associated with the construction of new assets are capitalised against the assets during the construction phase.

Finance costs on ROU Assets - \$2.462m

Finance costs include interest payable on finance leases in line with Australian Accounting Standards.

Amendments

Under section 123(6a) of the *Local Government Act 1999 (SA)*, any significant change made to a Business Plan and Budget, compared to the Draft Business Plan and Budget for community consultation, must be outlined. Changes made to the 2026/27 Business Plan and Budget, since the adoption of the Draft 2026/27 Business Plan and Budget for consultation in May 2026, include:

2025/26 financial position – the most recent information has been included to reflect Council’s adoption of the Quarter 3 2025/26 budget revisions. These changes are reflected in the budget tables found throughout the document.

Retimed capital new and upgrade projects – the most recent information has been included to reflect Council’s adoption of the Quarter 3 2025/26 budget revisions. These retimed capital projects have been included in this document.

Financial Statements

Cash flow statement

Proceeds from borrowings (new drawdowns) show \$40.365m to be provided in 2026/27. This is a result of the delivery of new and upgraded capital program in 2026/27 offset by proceeds from surplus assets.

Balance sheet

Total Assets are projected to rise to \$2,363.983m in 2026/27. This is an increase of \$138.635m, largely the result of the capital expenditure program, contributed assets and revaluation of assets.

Total borrowings are projected to increase by \$35.516m to \$81.344m as at June 2027. This level of borrowings is within Council's Prudential Borrowing limits. Please see the financial indicator section for more information.

The Future Fund Reserve is a result of strategic property sales. This fund is to be utilised to purchase or construct income generating assets. The Future Fund is projected to decrease to \$31.521m in 2026/27 as the result of the construction of income generating assets.

Uniform Presentation of Finances

Operating surplus / (deficit)

The operating surplus or deficit indicates the extent to which income is sufficient, or insufficient, to fund the cost of services. A surplus indicates Council is raising enough operating income to cover its operating expenses whereas a deficit indicates it is not.

Net outlays on existing assets

This is expenditure that returns the service potential of existing assets back towards their original level. Consistent negative outlays on existing assets indicate that, overall, existing assets may be deteriorating as expenditure on their renewal or replacement is less than the rate of depreciation.

Net outlays on new and upgraded assets

Outlays on new and upgraded assets indicate the net cost to Council of acquiring or creating new assets. Outlays on new or upgraded assets will increase depreciation and maintenance expenses in future periods.

Net lending / (borrowing) for financial year

Net lending, if a positive result, indicates that Council will reduce its level of borrowings over the period. Net borrowings, if a negative result, means Council is required to borrow additional funds increasing the level of net borrowings over the period.

Statement of Comprehensive Income

\$'000s	2025/26 Q3 Budget	2026/27
Income		
Rates Revenue	154,908	165,626
Statutory Charges	19,111	21,049
User Charges	73,644	77,285
Grants, Subsidies and Contributions - Capital	1,887	485
Grants, Subsidies and Contributions - Operating	5,005	4,232
Investment Income	171	165
Reimbursements	374	238
Other Income	764	701
TOTAL INCOME	255,864	269,781
Expenses		
Employee Costs	91,249	97,796
Materials, Contracts and Other Expenses	90,908	98,155
Depreciation, Amortisation and Impairment	62,751	66,075
Finance Costs	2,416	2,779
TOTAL EXPENSES	247,323	264,805
Operating Surplus (Deficit)	8,541	4,976
Asset Disposal & Fair Value Adjustments	-	
Amounts Received Specifically for New or Upgraded Assets	6,104	10,783
Net Surplus / (Deficit)	14,645	15,759
Changes in Revaluation Surplus – I,PP&E	60,642	74,972
TOTAL OTHER COMPREHENSIVE INCOME	75,286	90,731

Statement of Financial Position

\$'000s	2025/26 Q3 Budget	2026/27
ASSETS		
<u>Current Assets</u>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	20,847	36,483
Inventories	741	750
Other Current Assets	-	-
Total Current Assets	22,388	38,033
<u>Non-Current Assets</u>		
Trade & Other Receivables	755	755
Equity Accounted Investments in Council Businesses	4,706	5,705
Investment Property	3,197	4,870
Infrastructure, Property, Plant and Equipment	2,194,302	2,314,620
Other Non-Current Assets	-	-
Non-Current Receivable	-	-
Total Non-Current Assets	2,202,960	2,325,950
TOTAL ASSETS	2,225,348	2,363,983
LIABILITIES		
<u>Current Liabilities</u>		
Trade and Other Payables	29,361	22,384
Provisions	17,381	14,363
Borrowings (Lease Liabilities)	5,264	3,314
Total Current Liabilities	52,006	40,061
<u>Non-Current Liabilities</u>		
Trades and Other Payables	15,732	15,398
Borrowings	45,828	81,344
Provisions	2,109	2,183
Borrowings (Lease Liabilities)	22,658	47,252
Total Non-Current Liabilities	86,327	146,177
TOTAL LIABILITIES	138,333	186,238
Net Assets	2,087,014	2,177,745
EQUITY		
Accumulated Surplus	822,607	838,616
Asset Revaluation Reserves	1,232,637	1,307,609
Future Reserve Fund	31,771	31,521
TOTAL COUNCIL EQUITY	2,087,014	2,177,745

Statement of Changes in Equity

\$'000s	2025/26 Q3 Budget	2026/27
Balance at the end of previous reporting period	2,011,728	2,087,014
a. Net Surplus / (Deficit) for Year	14,645	15,759
b. Other Comprehensive Income	60,642	74,972
Total Comprehensive Income	75,286	90,731
Balance at the end of period	2,087,014	2,177,745

Statement of Cash flows

\$'000s	2025/26 Q3 Budget	2026/27
<u>Cash Flows from Operating Activities</u>		
<u>Receipts</u>		
Rates - general & other	154,042	156,564
Fees & other charges	19,617	21,555
User charges	74,304	77,946
Investment receipts	171	165
Grants utilised for operating purposes	5,005	4,232
Reimbursements	374	238
Other revenues	764	701
<u>Payments</u>		
Employee costs	(90,682)	(96,172)
Materials, contracts & other expenses	(90,869)	(92,603)
Finance Payments	(2,913)	(2,779)
Net Cash provided by (or used in) Operating Activities	69,814	69,847
<u>Cash Flows from Investing Activities</u>		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	4,265	10,783
Grants utilised for capital purposes	1,478	-
Proceeds from Surplus Assets	18,500	-
Sale of Replaced Assets	500	500
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(69,871)	(68,825)
Expenditure on New/Upgraded Assets	(42,083)	(42,277)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(87,531)	(100,139)
<u>Cash Flows from Financing Activities</u>		
<u>Receipts</u>		
Proceeds from Borrowings	22,008	35,516
<u>Payments</u>		
Repayment from Borrowings		
Repayment of Lease Liabilities	(4,291)	(5,224)
Net Cash provided by (or used in) Financing Activities	17,717	30,292
Net Increase (Decrease) in Cash Held	-	-
plus: Cash and Cash Equivalents at beginning of period	800	800
Cash & Cash Equivalents at end of period	800	800

Uniform Presentation of Finances

\$'000s	2025/26 Q3 Budget	2026/27
Income		
Rates Revenue	154,908	165,626
Statutory Charges	19,111	21,049
User Charges	73,644	77,285
Grants, Subsidies and Contributions - Capital	1,887	485
Grants, Subsidies and Contributions - Operating	5,005	4,232
Investment Income	171	165
Reimbursements	374	238
Other Income	764	701
TOTAL INCOME	255,864	269,781
Expenses		
Employee Costs	91,249	97,796
Materials, Contracts and Other Expenses	90,908	98,155
Depreciation, Amortisation and Impairment	62,751	66,075
Finance Costs	2,416	2,779
TOTAL EXPENSES	247,323	264,805
Operating Surplus / (Deficit)	8,541	4,976
Net Timing adjustment for General Purpose Grant Funding		
Less Grants, subsidies and contributions - Capital	(1,887)	(485)
Add Roads to Recovery funding	409	485
Adjusted Operating Surplus / (Deficit)	7,063	4,976
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing	(69,871)	(68,825)
Finance lease payments for right of use assets on existing assets	(4,291)	(5,224)
add back Depreciation, Amortisation and Impairment	62,751	66,075
Grants, Subsidies and Contributions - Capital Renewal	1,478	-
Proceeds from Sale of Replaced Assets	500	500
Net Outlays on Existing Assets	(9,433)	(7,473)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(42,403)	(42,597)
Amounts received specifically for New and Upgraded Assets	4,265	10,783
Grants, Subsidies and Contributions - Capital New/Upgrade	-	-
Proceeds from Sale of Surplus Assets	18,500	-
New Outlays on New and Upgraded Assets	(19,638)	(31,814)
Net Lending / (Borrowing) for Financial Year	(22,008)	(34,311)

Essential Services Commission SA (ESCOSA) Advice to Local Government

City of Adelaide Response

ESCOSA Findings Report

City of Adelaide response


In 2022, changes were made to the *Local Government Act 1999 (SA)* which introduced the Local Government Advisory Scheme. The purpose of scheme is to review and provide advice to councils on their financial sustainability and management of assets. These reviews are undertaken by the Essential Services Commission of South Australia (ESCOSA). Further information on the scheme and the work ESCOSA undertake, including their findings reports on reviewed councils, can be found on their website at escosa.sa.gov.au.

In 2024/25, ESCOSA undertook their review of the City of Adelaide, providing their final report to Council in February 2025 with seven recommendations:

ESCOSA Recommendations	City of Adelaide Response
<p>Analyse the implications for long-term financial sustainability and timely renewal of assets before considering any rate freeze or valuation freeze in the future and disclose the analysis to ratepayers.</p>	
<p>Improve the disclosure of cost savings targets or productivity improvements in its Long-Term Financial Plans and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.</p>	<p>Existing Council Practice. Already managed through existing Council practices for strategic planning, developing the annual business plan and budget and quarter review processes.</p>
<p>Consider undertaking a detailed review, with its community, of the potential alternative options and the risk implications, from both the financial and service provision perspectives, of the proposed financing of its capital expenditure program.</p>	<p>Existing Council Practice. Already managed through existing Council practices for strategic planning, developing the annual business plan and budget and quarter review processes.</p>
<p>Upgrade its Asset Management Plans to more accurately reflect formal asset valuations, condition assessments, remaining useful lives and corresponding depreciation schedules, incorporate this information into the Asset Management Plans and include these expenditure forecasts in the annual budget and annual Long-Term Financial Plan update.</p>	<p>Existing Council Practice. Already managed through existing Council practices for strategic planning, developing the annual business plan and budget and quarter review processes.</p>
<p>Consider providing more clarity around the risks (and develop mitigation strategies) if the Council’s expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.</p>	<p>Existing Council Practice. Already managed through existing Council practices for strategic planning, developing the annual business plan and budget and quarter review processes.</p>
<p>Consider the Future Fund applying a greater emphasis on asset disposals with the proceeds used to repay borrowings, or reduce the need for them, rather than the purchase of assets for commercial operations.</p>	<p>Contrary to Council policy. The Future Fund is used to offset debt, and fund purchase of income generating assets which increase City of Adelaide revenues</p>
<p>Develop a comprehensive and transparent strategy for its commercial assets, addressing for each class of assets and for each individual asset how to optimise value for ratepayers, including: in-depth analysis in its Long-Term Financial Plan of the Council’s approach to revenue generation from commercial operations and whether asset rationalisation would improve financial outcomes for ratepayers. This analysis could include whether the Council continues to own each asset, whether it operates each asset or leases it out for private operation and the extent to which any ratepayer subsidisation is appropriate and if so, why. (refer 5.1.3.2 User Charges); publication of separate financial statements for each of the Council’s commercial operations, clearly identifying the allocation of costs to each asset and the asset values attributed to each separately (refer 5.1.3.2 User Charges), and completion of the proposed review of the Rundle Street UPark and addressing the approved option in the Long-Term Financial Plan (refer 4.1 Changes to operating performance).</p>	<p>Existing commercial in confidence. This does not acknowledge the existing City of Adelaide Property Strategy which due to the commercial nature of our assets, is held in confidence and therefore is not publicly available.</p>

ESCOSA Findings Report

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Advice

Local Government Advice

The Corporation of the City of Adelaide

February 2025

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Enquiries concerning this advice should be addressed to:

Essential Services Commission
GPO Box 2605
Adelaide SA 5001

Telephone: (08) 8463 4444
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E-mail: advice@escosa.sa.gov.au
Web: www.escosa.sa.gov.au

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The Corporation of the City of Adelaide AT A GLANCE

OVERVIEW

The Essential Services Commission finds the Corporation of the City of Adelaide's current financial performance mostly **sustainable** and projected financial performance **potentially unsustainable**, taking into account that the Council has an estimated \$150.0 million of funding requirements needed to implement its Asset Management Plans, proposes three significant asset renewals during a period of construction cost escalation, is reliant on as yet unsecured grants and is forecast to reach the council-set prudential borrowing limits.

FINANCIAL PERFORMANCE



RISKS IMPACTING SUSTAINABILITY

- ⚠ The Council lacks a strategy for the capital renewal liabilities for its extensive commercial assets, combined with a lack of transparency regarding whether the assets each deliver a net positive or net negative result for ratepayers.
- ⚠ The Council's revenue includes a relatively high proportion of user charges. The Council must hold the assets and cover the expenses associated with providing these services, which are only sustainable if a suitable return is made on each of these more commercially orientated operations.
- ⚠ The Council is proposing to engage in significantly more capital expenditure than it has historically. This represents a considerable financial, practical and logistical challenge.
- ⚠ There is a risk of a higher borrowings requirement and higher rates if the Council is unable to secure external grant funding and/or it has underestimated the costs of its proposed capital program.
- ⚠ Replacement costs for Adelaide Bridge and Torrens Weir were derived prior to COVID and could be understated as a result of market, price and supply chain changes since that time.

KEY FACTS

- ▶ Population was **27,901** as of 30 June 2023.
- ▶ The Council covers **15.6 square kilometres**.
- ▶ **26,725** rateable properties as of 30 June 2023.
- ▶ **\$125.0 million** of rate income in 2022-23.
- ▶ Value of assets held in 2022-23 was **\$1.9 billion**.

The Essential Services Commission is an independent statutory authority with functions in a range of essential services including water, sewerage, electricity, gas, rail and maritime services, and also has a general advisory function on economic matters. For more information, please visit www.escosa.sa.gov.au.

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1 Executive summary

The Essential Services Commission of South Australia (**Commission**) finds the Corporation of the City of Adelaide's (**Council**) current financial performance and position mostly sustainable and projected financial performance potentially unsustainable. The Essential Services Commission has set out in this advice various findings and recommendations aimed at assisting the Council to improve its performance in the future, along with general advice as to behavioural changes which will improve its approach to asset and cost management.

If these are considered seriously and, as a result, either implemented (or not adopted for good reason), then the Commission's view is that the Council should be able to move to a better position. Continued focus and successful delivery by the Council on the matters raised in this advice should allow it to further improve its future potential position.

At the same time, the Commission has recognised areas in which the Council has already started improving its practices, and where it has existing strengths. Those include achieving an \$8.5 million operating surplus, as reported in its 2023-24 financial reports, its community and stakeholder engagement work and its transparency around matters such as the annual review and disclosure of inflation assumptions, as well as its estimated average annual changes in land use categories and resultant revenues. The Council is encouraged to maintain and build on those improvements and strengths.

1.1 Context

As South Australia's capital city, Adelaide is the centre of economic activity for the state, with rates income strongly supplemented by user charges from commercial activities and extensive daily visitation by non-ratepayers.

Over the 10 years to 2022-23, the Council accumulated an operating deficit of \$24.6 million, generally reflecting a below-breakeven performance over the period. The Council recorded operating deficits in four of the last six years to 2022-23, and its average annual operating surplus ratio was negative 1.2 percent over the 10 years to 2022-23. The Commission also acknowledges the Council has recently begun improving its operating surplus ratio (0.5 percent for 2021-22, 0.8 percent for 2022-23 and 3.6 percent for 2023-24). However, this should also be considered in context of the Council's proposal to engage in significantly more capital expenditure than it has historically. This represents a considerable financial, practical and logistical challenge.

That operating performance has been materially driven by the Council's previous decisions in relation to the setting of rates: the Council decided to freeze the rate in dollar from 2013-14 to 2023-24, and to freeze property valuations for five years from 2018-19. Those periods included the COVID-19 pandemic and its aftermath. While likely intended to benefit ratepayers in the short run, the decisions had a direct impact on the Council's – and hence ratepayers' - long-term financial position. It is not clear on the materials available to the Commission that the long-term risks and impacts of the decisions were explained to ratepayers and the community at the time they were taken.

The direct effects of the decision were to:

- ▶ reduce available rate revenue, requiring greater reliance on more variable user charges revenue streams (commercial operations) that are demand dependent, increasing revenue risk at a time when demand was constrained due to COVID-19-related impacts in the economy and in society, and

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- ▶ lessen the Council's capability to provide services, due to difficulties in funding the necessary asset maintenance and renewal programs, leading to infrastructure erosion and an underspend on the renewal and replacement needs of its asset stock.¹

Of note, the underspend on asset renewals relative to its Asset Management Plans was created during a period in which construction costs were generally lower, and logistics were generally easier, than is now the case. As a result, the impact of the underspend is having to be addressed at a time of general construction cost escalation, with longer lead times, and in circumstances where the Council is also needing to undertake three significant asset renewal projects: the Adelaide Bridge (on King William Road near the Festival Centre), the Torrens Weir and the Rundle Street carpark.

Further, the successful delivery of the Council's Long-Term Financial Plan is reliant on being awarded grant funding to manage its current challenges, whereas the Council does not appear to recognise the opportunity to improve the financial contribution of its commercial assets. If the anticipated funding does not eventuate, then unless the Council shifts its focus to value extraction or some other mitigating actions, either rates will need to increase or community services/service levels will need to be reduced. Ultimately, significant reliance on contingent events such as grant funding creates both short and long-term risks for the community.

The Commission's advice, given the nature of the Council's operations, is that it needs to be able to identify and mitigate risks such as these in a more robust, timely and transparent fashion. This will require it to review and consider its current practices, processes and controls in the short term, to identify opportunities for improvement, to embed effective change for the long term.

Ultimately, it is the community and ratepayers who bear and will continue to bear the burden of these prior decisions and the resultant current operating performance of the Council.

1.2 Challenges

With that background, the Council faces considerable challenges over the period of the Long-Term Financial Plan. The three main risks the Council's financial strategy faces are:

1. Low to medium confidence levels in the cost estimates for critical capital projects.
2. Reliance on unsecured grant financing.
3. Increasing exposure to interest rate and financial structure risk, as debt levels increase.

Additionally, the Council has no financial cushion. Its Long-Term Financial Plan is designed so that each year cash inflows and outflows net out to zero, resulting in cash reserves remaining at \$0.8 million throughout the Long-Term Financial Plan. Further, for periods of the Long-Term Financial Plan, the Council is at its own prudential borrowing limit, which is set at 50.0 percent of saleable property assets. That is, the Council has no contingency, while operating close to what it considers, its financial limits, despite the clear risks.

This situation can be attributed to the history of rates and valuation freezes, which have led to deferral and compression of asset renewal and replacement and an issue of intergenerational inequity in terms of the underspend on asset renewals.

¹ Between 2013-14 and 2022-23, the Council averaged 73.9 percent on its asset renewal funding ratio, whereas the suggested LGA target range for the ratio is 90.0 to 110.0 percent (LGA SA Financial Indicators Paper, p. 9). The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan.

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To effectively take on and overcome those challenges, the Council will need to realise behavioural change in its approach to financial sustainability. While it is presently making progress on that front, as evidenced by its decision to cease its rates freezing policy and its acknowledgment of the importance of asset renewal, there remain key areas in which behavioural change could deliver material benefits for the Council and hence its ratepayers and community.

For example, seeking to mitigate the risks associated with the Council's grant funding reliance in its Long-Term Financial Plan, improving its focus on the profitability of commercial assets and developing and maintaining a stronger focus on cost management and productivity gains, are some of the more challenging but necessary behavioural changes.

As shown below in the discussion of each of those areas, the Council is more recently showing welcome signs of positive change in that regard; however, embedding, maintaining and building on that behaviour will need to be an ongoing focus for the Council. Effective change delivery will underpin the Council's future success and sustainability for the benefit of its ratepayers and community and assist in mitigating the risk of rate increases needing to be higher than those forecast in the Long-Term Financial Plan.

1.3 Commercial assets

The Council has a range of commercial operations, including off-street car parking (UPark), on-street car parking, property management and the North Adelaide Golf Course. The Commission is unable to form a view about how well the Council is managing the commercial assets, due to a lack of clear strategy for the holdings and a lack of financial information about asset classes and individual assets.

The Council's asset stock per rateable property is high at \$68,224 in 2022-23. While the commercial assets generate revenues, they also generate a stream of future liabilities, risks for ratepayers and management risks.

A comprehensive strategy for commercial assets that focuses on asset classes and each asset individually would help the Council to ensure it is delivering optimal value for ratepayers. The proceeds of any resultant asset rationalisation could assist in renewing the Council's core operating assets, particularly in the context of the Council's forthcoming expenditure on asset renewals and replacement of three major assets.

A greater focus on transparency around the performance of its commercial operations by separating them out from the overall accounts would assist in discussions with the community.

1.4 Cost and revenue management

A challenge for the Council is to continually seek to improve the quality and reliability of the information upon which it bases its Strategic Management Plan, ensuring that cost estimates are accurate and complete and that the Long-Term Financial Plan is well aligned with relevant Asset Management Plans.

In terms of Asset Management Plans, the Commission notes that the Council reviews asset lives in conjunction with asset class revaluations every four to five years. While this is not an unreasonable practice, the Council has confirmed that, up until 2023-24, its asset values were not annually indexed through desktop valuations between those four to five yearly revaluations. Given, for example, the effects of changes in inflation, failing to index annually can result in out-of-date asset valuations, which in turn may lead to inaccurate depreciation charges being used for strategic planning purposes, project costing and rate setting.

At a time when the Council is facing significant asset renewal, consistently understanding the cost associated with asset consumption and the implications that this can have for the operating surplus

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and asset renewals ratios is relevant. The change in the Council's behaviour in moving to annual indexation is therefore a positive sign and one that should be maintained.

The Commission notes indications of improvement in the Council's strategic planning and governance, with a more comprehensive and appropriate updating of Asset Management Plans being completed in 2024. The Council has also begun to address its asset renewals, with the introduction of the Asset Renewal Repair Fund to fund the \$14.9 million annual increase required under those Asset Management Plans.

An area that would benefit from a greater focus by the Council is whether its approach to forecasting growth in rateable properties remains appropriate. Growth forecasts are a critical element of the Strategic Management Plan, as they impact asset need and usage, forecast growth in average rates per property and expected rates income growth. The Council's current forecast annual average growth in rateable properties is one percent for the 10 years to 2033-34, whereas actual growth was 2.5 percent in the 10 years to 2022-23. It is not clear from the materials available to the Commission why the Council expects a significant slowdown in growth. If the Council's actual property growth trends more towards the historical level, then its rates income will be higher than it is assuming under the one percent growth assumption. The Council might be underestimating its rates revenue for the forecast period.

1.5 Grant funding

The 2024-25 Long-Term Financial Plan shows an estimated renewal expenditure for the Torrens Weir of \$40.0 million allocated across the 2028-29 and 2029-30 financial years, with \$60.0 million allocated for the Adelaide Bridge across the 2027-28 and 2028-29 financial years. These cost estimates were developed prior to COVID-19 and have since been inflated to 2024-25 dollars. The Council has advised the Commission that it has low to medium confidence in those estimates, reflecting post-COVID market changes. The implication is that the actual costs might be materially higher than those which have been assumed in the Long-Term Financial Plan.²

At the same time, the Long-Term Financial Plan assumes it will need to fund 33.0 percent of the renewal cost for the Torrens Weir and 75.0 percent of renewal cost for the Adelaide Bridge, with the remainder funded by grants that are yet to be secured.

Further, the Council's Asset Management Plan for buildings forecasts expenditure of \$60.0 million for the Rundle Street carpark asset to be renewed on a like-for-like basis across 2029-30 and 2030-31; however, the 2024-25 Long-Term Financial Plan only allocates \$15.0 million, with the funding for the difference not being specified.

If the Council is unable to fulfill its external funding strategy of using grants funding programs, then it risks a greater burden shifting to its ratepayers, unless it takes steps to generate revenue in other ways, such as by rationalising its commercial operations or generating more revenue from them, while also becoming more efficient and productive across all its activities.

1.6 Summary

While the Commission has above focussed on three key areas in which behavioural changes will assist the Council, as explained in the rest of this advice, other specific areas should assist the Council in its future intentions to return to financial sustainability.

² The Council advises that it is currently working through options for the Torrens Weir, Adelaide Bridge and Rundle Street carpark which will consider full replacement, extension of life or upgrade. This may result in a lesser requirement; however, for full transparency, the Council has included the 2024-25 costs for full like-for-like replacement.

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The Council has a range of sound practices in its strategic planning and asset management, including:

- ▶ regularly reviewing inflation forecasts in its budget and forward projections
- ▶ exploring funding sources from the State Government to assist in the renewal and maintenance of the Park Lands
- ▶ identifying and disposing of assets that have reached the end of their useful lives or are excess to requirements, to reduce debt and exposure to future liabilities, and
- ▶ reporting in its Annual Business Plan the estimated average annual change for its categories of land use, together with the quantum of annual revenue it expects to collect from these different categories of rates.

To further strengthen the Council's sustainability, the Commission recommends that the Council:

1. **Analyse** the implications for long-term financial sustainability and timely renewal of assets before considering any rate freeze or valuation freeze in the future and disclose the analysis to ratepayers.
2. **Improve** the disclosure of cost savings targets or productivity improvements in its Long-Term Financial Plans and Annual Business Plans (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.
3. **Consider** undertaking a detailed review, with its community, of the potential alternative options and the risk implications, from both the financial and service provision perspectives, of the proposed financing of its capital expenditure program.
4. **Consider** the Future Fund applying a greater emphasis on asset disposals with the proceeds used to repay borrowings, or reduce the need for them, rather than the purchase of assets for commercial operations.
5. **Upgrade** its Asset Management Plans to more accurately reflect formal asset valuations, condition assessments, remaining useful lives and corresponding depreciation schedules, incorporate this information into the Asset Management Plans and include these expenditure forecasts in the annual budget and annual Long-Term Financial Plan update.
6. **Consider** providing more clarity around the risks (and develop mitigation strategies) if the Council's expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.
7. **Develop** a comprehensive and transparent strategy for its commercial assets, addressing for each class of assets and for each individual asset how to optimise value for ratepayers, including:
 - ▶ in-depth analysis in its Long-Term Financial Plan of the Council's approach to revenue generation from commercial operations and whether asset rationalisation would improve financial outcomes for ratepayers. This analysis could include whether the Council continues to own each asset, whether it operates each asset or leases it out for private operation and the extent to which any ratepayer subsidisation is appropriate and if so, why. (refer 5.1.3.2 User Charges)
 - ▶ publication of separate financial statements for each of the Council's commercial operations, clearly identifying the allocation of costs to each asset and the asset values attributed to each separately (refer 5.1.3.2 User Charges), and
 - ▶ completion of the proposed review of the Rundle Street UPark and addressing the approved option in the Long-Term Financial Plan (refer 4.1 Changes to operating performance).

2 About the advice

2.1 Background

The State Parliament has tasked the Essential Services Commission of South Australia (the **Commission**), South Australia's independent economic regulator and advisory body, to provide advice on material changes proposed by local councils in relation to elements of their Strategic Management Plans (**SMPs**), and on the proposed revenue sources, including rates, which underpin those plans.³

A primary purpose of the Local Government Advice Scheme (**Advice** or **the Scheme**) is to support councils to make financially sustainable strategic decisions in their annual business plans and budgets, in the context of their Long-Term Financial Plans (**LTFP**) and Infrastructure and Asset Management Plans (**IAMP**).⁴ IAMPs are commonly referred to as Asset Management Plans (**AMP**). The LTFP and the IAMP are both required as part of a council's SMP.⁵ Financial sustainability encompasses intergenerational equity,⁶ program (service level) and rates stability in this context.⁷ The other main purpose is for the Commission to consider ratepayer contributions in the context of all revenue sources, as outlined in the LTFP.⁸ In addition, the Commission has discretion to provide advice on any other aspect of a council's LTFP or IAMP it considers appropriate, having regard to the circumstances of that council.⁹

The first cycle of the scheme extends over four years from 2022-23 to 2025-26, and the Commission has selected 17 councils for advice in the third year (2024-25) of the Scheme, including the Corporation of the City of Adelaide.

This report provides the Local Government Advice for the Council in 2024-25.

The Council is obliged under the *Local Government Act 1999* (**LG Act**) to publish this advice and its response, if applicable, in its 2025-26 Annual Business Plan (**ABP**) (including any draft ABP) and in subsequent plans until the next cycle of the Scheme.¹⁰ The Council is not compelled under the LG Act to follow the advice.

The Commission thanks the Council for meeting with Commission staff and for providing information to assist the Commission in preparing this advice.

2.2 The Commission's approach

In providing the Advice for the Council, the Commission has followed the approach it previously explained in the Framework and Approach – Final Report (**F&A**).¹¹

³ Amendments to the LG Act (s122(1c) to (1k) and (9)) specify the responsibilities for the Commission and local councils for the Local Government Scheme Advice. The Commission must provide advice to each council in accordance with the matters outlined in s122(1e), (1f) and (1g).

⁴ Commonly referred to as asset management plans.

⁵ The objectives of the advice with reference to a council's LTFP and IAMPs are presented under LG Act, s122(1g). LG Act s122(1) specifies the requirements of a council's SMP, including the LTFP and IAMPs.

⁶ 'Intergenerational equity' relates to fairly sharing services and the revenue generated to fund the services between current and future ratepayers.

⁷ Commission, *Framework and Approach – Final Report*, August 2022, pp. 2-3, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

⁸ LG Act s122(1f)(a) and (1g)(a)(ii).

⁹ LG Act s122(1f)(b) and (1g)(b).

¹⁰ LG Act s122(1h).

¹¹ Commission, *Framework and Approach – Final Report*, August 2022, available at www.escosa.sa.gov.au/advice/advice-to-local-government.

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The Commission has considered the Council's SMP documents (set out in the box below), with a particular focus on its performance and outlook against three financial indicators: the Operating Surplus Ratio (OSR), the Net Financial Liabilities Ratio (NFLR) and the Asset Renewal Funding Ratio (ARFR).¹² Analysis of these three indicators captures financial and service sustainability, in addition to cost control and affordability risk.¹³

- ▶ City of Adelaide Long-Term Financial Plan 2024-25 to 2033-34 (October 2024)
- ▶ City of Adelaide Long-Term Financial Plan 2023-24 to 2032-33 (September 2023)
- ▶ City of Adelaide Annual Business Plan and Budget 2024-25 (June 2024)
- ▶ City of Adelaide Annual Business Plan and Budget 2023-24 (June 2023)
- ▶ City of Adelaide Annual Business Plan and Budget 2022-23 (June 2022)
- ▶ City of Adelaide Strategic Plan 2024-28 (December 2023)
- ▶ City of Adelaide Annual Report 2022-23 (October 2023)
- ▶ City of Adelaide Annual Report 2021-22 (October 2022)
- ▶ City of Adelaide Annual Report 2020-21 (August 2021)
- ▶ City of Adelaide Buildings Asset Management Plan (August 2024)
- ▶ City of Adelaide Transportation Asset Management Plan (August 2024)
- ▶ City of Adelaide Urban Elements Asset Management Plan (August 2024)
- ▶ City of Adelaide Water Infrastructure Asset Management Plan (August 2024)
- ▶ City of Adelaide Park Lands and Open Space Asset Management Plan (August 2024)
- ▶ City of Adelaide Public Lighting and Electrical Infrastructure Asset Management Plan (August 2024)
- ▶ City of Adelaide Future Fund & Investment Policy (January 2022)
- ▶ City of Adelaide Acquisition & Disposal of Land & Assets Policy (January 2022), and
- ▶ City of Adelaide State of the City (December 2023).

The Commission notes that most of the Council's infrastructure asset base is covered by its existing AMPs (with condition assessments and asset valuations for those assets).

Given that the Commission must, in providing its advice, have regard to the objective of councils maintaining and implementing their IAMPs and LTFPs,¹⁴ it has also considered the Council's

¹² The three financial indicators are specified in the Local Government (Financial Management) Regulations 2011. Since 2011, each council has been required to refer to these three indicators in its plans, annual budget, mid-year budget review and annual financial statements. The councils can adopt their own target range for each ratio, but the Commission has adopted the previously suggested Local Government Association (LGA) target ranges as a basis for its analysis, which were established and agreed during the development of the LGA Financial Sustainability Papers (2006-2011).

¹³ The F&A listed 29 analytical questions that the Commission has answered in assessing the Council's performance against these indicators to determine affordability, cost control and other sustainability risks.

¹⁴ *Local Government Act 1999 (LG Act)* s122(1g)(a)(i).

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performance in that context. Findings regarding the content of the Council's AMPs, and the alignment between its LTFP and AMPs,¹⁵ are discussed in section 5.

The Commission has also reviewed the Council's template data, which include its 2024-25 LTFP forecasts for 2024-25 to 2033-34, as well as its 2023-24 LTFP forecasts, historical financial data, the number of rateable properties and Council staff (Full Time Equivalent (FTE)) numbers from 2013-14 onwards.^{16 17} The charts and tables in the Advice are primarily sourced from these datasets. In addition, the Commission has reviewed the Council's audit committee reports and other public information as appropriate.

The Commission has reported estimates in nominal terms, for consistency with the Council's plans and actual rate levels, and it has compared estimated inflation impacts to these trends as a guide to identifying 'real' rather than 'inflationary' effects. In the charts, the Consumer Price Index (CPI) line shows the cumulative growth in the CPI (Adelaide) series from 2013-14, and then projections of this series from 2024-25 based on the Reserve Bank of Australia (RBA) (Australia-wide) inflation forecasts (to the December quarter 2026), and the midpoint of the RBA target range (2.5 percent) from 2026-27 and thereafter.

Finally, in formulating this Advice, the Commission has had regard to all discussions and engagement with the Council, including the face-to-face onsite meeting at the Council offices and the individual circumstances of the Council, consisting of:

- ▶ its location as an Urban City Centre Council
- ▶ its income level (\$215.5 million), and
- ▶ the size of its rates base (around 26,725 ratepayers¹⁸).

Throughout this Advice the Commission has identified key points and assigned the following risk category to those points.

Legend:  Low-risk  Moderate-risk  High-risk

¹⁵ As required under s122(1b) of the LG Act.

¹⁶ The Council's results for the 2023-24 financial year, relied on at the time of preparing this advice, were audited.

¹⁷ Sourced from the Local Government Grants Commission (including data reported by the Office of the Valuer-General) and the Council's data.

¹⁸ Based on the estimated number of property assessments on 30 June 2023.

3 Council profile

The City of Adelaide is classified as an 'Urban – Capital City'.¹⁹ It is both a local government body and a statutory capital city (as defined in the *City of Adelaide Act, 1998*) at the centre of a metropolitan area of 1.45 million residents. The Council comprises approximately 15.6 square kilometres and has an estimated resident population of 27,901 (at 30 June 2023)²⁰ and approximately 26,725 rateable properties (at 30 June 2023).²¹ The Council was formed in 1840 and was the first municipality authority in Australia.²²

Figure 1: Council Area



The City of Adelaide is characterised by the following attributes:

- ▶ Nearly 400,000 people visit the city on an average day.²³ Of this group 46.0 percent come into the city for reasons other than work or study, 20.0 percent for work, 18.0 percent for study, 13.0 percent are tourists, and nine percent are city residents²⁴
- ▶ An established commercial and residential area, covering 15.6 square kilometres and a population density of 1,792 person per square kilometre²⁵
- ▶ Its largest employment sector is Health Care and Social Assistance, followed by Professional, Scientific and Technical Services²⁶, and Accommodation and Food Services.

¹⁹ According to the Australian Classification of Local Governments (ACLG), determined by the Australian Bureau of Statistics (ABS), which classifies all Australian councils based upon population and population density within 22 different categories.

²⁰ Refer to Australian Bureau of Statistics, Data by region, available at <https://dbr.abs.gov.au/region.html?lga&rgn=40070>

²¹ Refer to the Department of Infrastructure and Transport - Local Government Grants Commission, 2022-23 Database Reports, available at: <https://www.dit.sa.gov.au/local-government/grants-commission/publications#database>

²² Refer to the City of Adelaide website available at <https://www.cityofadelaide.com.au/about-council/your-council/past-lord-mayors-and-mayors/>

²³ City of Adelaide, 2023-24 Annual Report, page 8.

²⁴ City of Adelaide, 2022 City User Profile Survey, page 5 <https://d31atr86jnqrq2.cloudfront.net/docs/12279-CoA-City-User-Profile-2022-Full-Report.PDF>

²⁵ Footnote 19 applies.

²⁶ Footnote 19 applies.

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- ▶ A higher level of properties that are rented (residential) or leased (commercial) compared to other South Australian councils, and
- ▶ A median population age of 32 years.²⁷

²⁷ Footnote 19 applies.

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4 Material plan amendments in 2024-25

This section sets out and generally describes the ‘material’ amendments to the Council’s plans. The more detailed analysis of those amendments forms the basis of the Commission’s advice and is set out in subsequent sections.

The Council has made several amendments to its 2024-25 budget and forward projections compared with 2023-24, partly to account for changes in inflation and partly for other revenue and spending initiatives. The material amendments to its main financial forecasts are listed in the table below (in nominal terms).²⁸

To ensure a comparable analysis of estimates between the 2023-24 and 2024-25 LTFPs, the Commission has reviewed the nine overlapping years’ statistics, 2024-25 to 2032-33, and identified material amendments accordingly.

Table 1: Historical and forecast financial items

Selected Financial Item	Sum of 2024-25 to 2032-33 estimates in 2023-24 LTFP (\$ million)	Sum of 2024-25 to 2032-33 estimates in 2024-25 LTFP (\$ million)	Change in 2024-25 estimates (\$ million)	Change in 2024-25 estimates (%)
Total Operating Income	2,331.3	2,554.9	+223.6	+9.6
Grants, subsidies and contributions operating income	42.2	87.1	+44.9	+106.6
Rates	1,459.6	1,572.6	+113.0	+7.7
User Charges	671.2	714.5	+43.3	+6.5
Total Operating Expenses	2,308.9	2,393.2	+84.3	+3.7
Finance Costs	50.3	73.3	+23.0	+45.7
Depreciation, amortisation and impairment expenses	603.9	623.5	+19.5	+3.2
Borrowings – Non Current	1,112.5	1,409.6	+297.1	+26.7
Trade and other payables	168.4	240.0	+71.6	+42.5
Capital expenditure on renewal of assets ²⁹	594.0	795.2	+201.1	+33.9

²⁸ This table shows only selected financial items to demonstrate the material amendments made by the Council in its 2023-24 estimates. It excludes various financial items, and individual items do not sum to totals.

²⁹ The capital expenditure estimates are based on the 2024-25 LTFP estimates provided by the Council to the Commission (in an Excel template).

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4.1 Changes to operating performance

The Council has forecast in its 2024-25 LTFP an increase in total operating income of \$223.6 million (or 9.6 percent) across the nine year comparative period to 2032-33, compared to the 2023-24 LTFP (as shown in the table above). This reflects a range of changes to its income forecasts, notably:

- ▶ 7.7 percent increase in rates income,
- ▶ 6.5 percent increase in user charges, and
- ▶ 106.6 percent increase in grants, subsidies and contributions.

The forecast 7.7 percent increase in rate revenue partially reflects the Council increasing its CPI projection in its 2024-25 LTFP, but also accounts for additional factors, such as an increase in rates to fund the Asset Renewal Repair Fund (ARRF). The Council says it has introduced the ARRF to finance the forecast \$150.0 million funding requirement to implement its revised AMPs it adopted in June 2024. By contrast, the 2023-24 LTFP rate revenue increase was in line with the Council's CPI forecast (excluding growth) at that time.

Forecast user charges from the Council's commercial operations increased by a cumulative \$43.3 million (6.5 percent) over the nine year comparative period. In the 2023-24 LTFP, income associated with Rundle UPark was removed due to a decision to not provide for the renewal of Rundle UPark (due for renewal in 2030-31). The Council determined to remove that income while it evaluated the asset to determine its feasibility for operation, or redevelopment, aiming to address community needs and optimise revenue potential.³⁰ The 2024-25 LTFP includes part of the renewal cost of Rundle UPark (to extend its useful life) and reinstates the associated income and expenditure.³¹

The forecast of grants, subsidies and contributions increased by \$44.9 million (106.6 percent) as a result of the Council's assumption that it would receive grant funding in 2027-28 to 2029-30 for significant renewals of the Adelaide Bridge and Torrens Weir. However, the Council has also advised that this funding had not been secured at the time that the 2024-25 LTFP was drafted.

Forecast operating expenses have also increased, with finance expenses increasing by a cumulative \$23.0 million (45.7 percent), due to the Council using debt (alongside rate increases) to co-fund significant asset renewals and the ARRF. Forecast depreciation expenses also increased by a cumulative \$19.5 million (3.2 percent). The Council's historical and projected operating performance are discussed further in section 5.1.

4.2 Indexation adjustments

In the 2024-25 LTFP, the Council stated that it used the South Australian Centre for Economic Studies' (SACES) projected CPI for its 2024-25 Business Plan and Budget.³² The 2023-24 LTFP uses Deloitte Access Economics as the source data for its projected CPI 2.5 percent³³. The 2024-25 LTFP forecast is higher than the previous year's CPI forecast as shown in the following table:

³⁰ City of Adelaide Council, *2023-24 to 2032-33 Long-Term Financial Plan*, page 15.

³¹ City of Adelaide Council, *2024-25 to 2033-34 Long-Term Financial Plan*, page 14.

³² City of Adelaide Council, *2024-25 to 2033-34 Long-Term Financial Plan*, page 11.

³³ City of Adelaide Council, *2023-24 to 2032-33 Long-Term Financial Plan*, page 11

Table 2: Indexation adjustments

Forecast CPI in each year	2023-24 LTFP	2024-25 LTFP ³⁴
2024-25	2.6%	3.3%
2025-26	2.5%	3.0%
2026-27	2.5%	2.5%
2027-28 and onwards	between 2.3% and 2.5%	2.5%

The revised 2024-25 LTFP forecast, although higher, is not significantly different from the forecast average annual growth in the CPI from 2024-25 to 2033-34 which is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide).

It would appear that the updated inflation assumptions drive the forecast increase of up to 2.3 percent per annum by 2032-33 in cost and revenue estimates,³⁵ compared with the same estimates in the 2023-24 LTFP. Of note, however, the Council has adjusted its operating income forecasts by amounts higher than its adjusted inflation forecasts (increase of 9.6 percent on 2023-24 estimates³⁶).

The Council’s assumptions for indexation in its 2024-25 LTFP are transparent and based on an annual review of forecasts. The Commission considers that such annual reviews of assumptions reflect best practice and supports the Council continuing to do so.

4.3 Increase to capital expenditure estimates

The 2024-25 LTFP indicates an increase in capital expenditure for renewal of assets by \$201.1 million for the period from 2024-25 to 2032-33, compared to the previous year’s LTFP. The increase is partly due to the Council creating the ARRF to fund the average annual capital expenditure increase of \$14.9 million, which is associated with the recently adopted AMPs.³⁷

The Council has also included two large intergenerational renewals in its capital expenditure forecasts: the Adelaide Bridge and Torrens Weir. The Council’s estimated renewal expenditure for the Torrens Weir is \$40.0 million (allocated across the 2028-29 and 2029-30 financial years) and \$60.0 million for the Adelaide Bridge (allocated across the 2027-28 to 2028-29 financial years).³⁸

Those forecast costs were derived prior to COVID-19 and have since been escalated to reflect 2024-25 dollars;³⁹ however, the Council has advised that it has a low-medium confidence level in its estimates^{40,41} and the Commission is concerned that even the escalated costs could be underestimated.

The 2024-25 LTFP has also allocated \$15.0 million⁴² towards the asset renewal of the Rundle UPark across 2029-30 and 2030-31, with further detailed structural assessments required to understand the extent of the works required. However, the buildings AMP forecasts expenditure of \$60.0 million across

³⁴ City of Adelaide Council, *2024-25 to 2033-34 Long-Term Financial Plan*, page 37.

³⁵ The set of nine years forecast in both the 2023-24 and 2024-25 LTFP projections.

³⁶ Based on the overlapping forecast period in both LTFPs (2023-24 to 2032-33 and 2024-25 to 2033-34).

³⁷ City of Adelaide, *2024-25 to 2033-34 Long-Term Financial Plan*, page. 5.

³⁸ City of Adelaide, *2024-25 to 2033-34 Long-Term Financial Plan*, page. 14.

³⁹ The Torrens Weir has been indexed to \$44.7 million and the Adelaide Bridge has been indexed to \$65.6 million in the 2024-25 LTFP.

⁴⁰ City of Adelaide, Email to the Commission, 11 November 2024.

⁴¹ Footnote 2 applies.

⁴² This figure has been indexed to \$17,138 million in the 2024-25 LTFP

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that same period for the Rundle UPark asset to be renewed on a like-for-like basis. Asset renewal funding gaps of this nature are highly risky; the Council should seek to understand the nature and scope of the gap, its implications and the need to and means by which it might avoid future gaps. The Council's capital expenditure outlook is discussed further in section 5.3.

4.4 Increase in total liabilities

The Council's forecast cumulative total liabilities are \$369.0 million (21.5 percent) higher than forecast in the previous year's plan (for the period from 2024-25 to 2032-33).

Within this, the Council's forecast cumulative current liabilities increased by \$72.2 million (19.7 percent), mostly due to an increase in trade and other payables of \$71.6 million (42.5 percent) for the period from 2024-25 to 2032-33. The Council's forecast cumulative non-current liabilities increased by \$296.9 million (22.0 percent) compared to the previous year's LTFP, predominantly due to long-term borrowings increasing by \$297.1 million (26.7 percent) to fund increased capital works for that same period.

The Council's borrowings and net financial liabilities are forecast to be higher in the 2024-25 LTFP than the previous year's LTFP for 2024-25 to 2032-33. As a result, the Council's NFLR forecast is an average rate of 73.0 percent for the period. This is compared to an average NFLR of 53.8 percent in the previous LTFP (for the period from 2024-25 to 2032-33). The Council's net financial liabilities outlook is discussed further in section 5.2.

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5 Financial sustainability

5.1 Operating performance

5.1.1 Key points

- ▲ The Council's policy decision to freeze both the rate in the dollar and property valuations for differing periods historically caused it to become more reliant on less certain forms of user charge revenue through its commercial operations, increasing revenue risk. Over the 10 years to 2022-23, the Council accumulated an operating deficit of \$24.6 million and an annual average ARFR of 73.9 percent, signifying an underspend on asset renewals.
- ▲ While the Council has now ceased these policies, its revenue remains more reliant on user charges than other councils. The Council must hold the assets and cover the expenses associated with providing these services. Because it does not publish separate accounts for commercial operations, it is not possible to assess their profitability and therefore the extent to which each asset either lessens or increases costs for ratepayers. The associated financial sustainability risk could be reduced through the sale of assets and exiting the market for these services that could be provided by the private sector, if there is genuine demand for them at prices that provide a suitable commercial return.
- ▲ While the Council is forecasting an operating surplus in each of the ten years to 2033-34, that is based on increasing rates revenue and an assumption of significant grant funding, rather than considering whether any rationalisation of the Council's commercial operations is appropriate, along with significantly improving the productivity of its core operations. As it stands, the only contingency in place if the grant funding does not occur, and/or the costs associated with the Council's considerable asset renewal program increase by more than forecast, is higher rates rises, either as a direct contribution or to finance additional debt.

5.1.2 Operating Surplus Ratio

The operating surplus ratio (OSR) is defined as: $\text{Operating Surplus (Deficit)} \div \text{Total Operating Income}$. The general target is to achieve, on average over time, an operating surplus ratio of between zero and 10 percent.

The Council experienced some volatility in its operating performance between 2013-14 to 2022-23 and, in the three years to 2019-20, reported operating deficits of \$17.4 million, \$21.2 million and \$18.3 million respectively. Over the 10-years to 2022-23, the Council accumulated a \$24.6 million operating deficit, generally reflecting a below breakeven performance. Notwithstanding this, the Commission notes the Council has started to improve this performance achieving an \$8.5 million operating surplus in 2023-24. Historical growth in operating income averaged 2.3 percent per annum from 2013-14 to 2022-23, below the annual inflation growth of 2.6 percent over this period (see Figure 3).⁴³ The rate of growth in operating expenses averaged 2.8 percent per annum (see Figure 3).

The OSR⁴⁴ fluctuated over the historical period and was negative (below the LGA-suggested target range) in four of the 10 years to 2022-23 (see Figure 2). On average, the OSR was negative 1.2 percent

⁴³ CPI (all groups). Average annual growth in the Local Government Price Index (LGPI) published by the SACES was similar (at 2.5 percent). Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>

⁴⁴ Local Government Association of South Australia, *Financial Sustainability Information Paper 9 - Financial Indicators Revised*, May 2019, p. 6.



over the period from 2013-14 to 2022-23, indicating that the Council was generally not operating sustainably.

Figure 2: Operating surplus ratio – historical and forecast

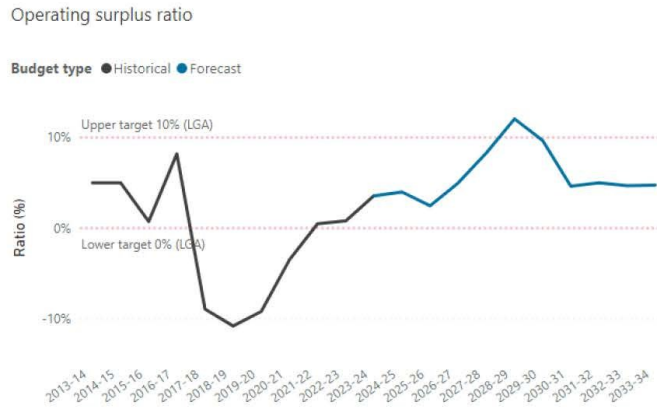
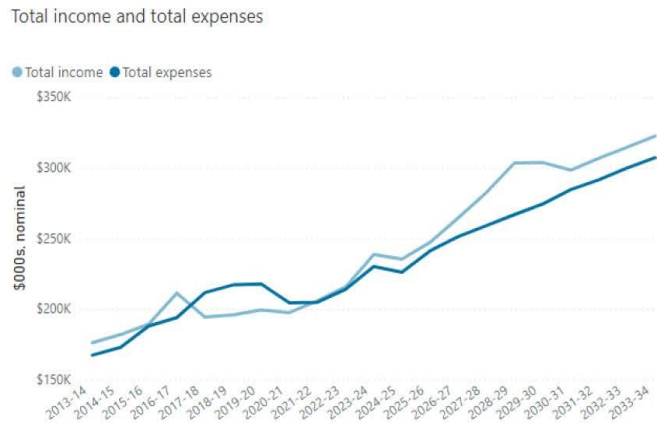


Figure 3: Total income and expenses – historical and forecast



The main reason for this performance is the Council's decision to freeze the rate in the dollar (from 2013-14 to 2023-24) and to freeze property valuations for five years from 2018-19, while expenses continued to increase. The revenue risk implications of these policies were exacerbated through COVID-19, as the Council's revenue from user charges declined sharply, due to less demand for these services. It is not clear what analysis the Council did to understand the cost-benefit trade-off and risks of the policy; however, the main outcome of the policy was the creation of an underspend on asset renewals and replacements needs of its asset stock, which will have long-term impacts on the Council and the community.

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5.1.3 Income

The Council's main income streams are discussed in further detail below.

5.1.3.1 Rates Income

In 2022-23, income from rateable properties accounted for 58.0 percent of the Council's total income. The Council's decision to freeze the rate in the dollar from 2013-14 to 2023-24 and to freeze property valuations for five years from 2018-19 contributed to the Council's average annual increase in rate revenue of 3.5 percent from 2013-14 to 2022-23 (when the growth in number of rateable properties averaged 2.5 percent and CPI growth averaged 2.6 percent).

The Council is projecting average annual rates per property growth of 2.8 percent to 2033-34, slightly above the forecast long-term inflation of 2.6 percent, which will represent a real increase in rates. That average annual growth is also projected to be higher than the expected expense per property growth of 2.4 percent for the same period (rates are discussed in more detail in section 6). This largely reflects the Council ceasing with its rate in the dollar and property valuation freezing policy and seeking to gain additional funding to address the forecast \$150.0 million funding requirement to implement its revised AMPs.

This is indicative of the type of action the Commission supports the Council considering, to allow it to deliver future financial sustainability for the benefit of ratepayers and community and assist in mitigating the risk of rate increases needing to be higher than ought to be the case.

However, if the Council were to use its revenue-raising powers excessively to manage its financial strategy, it would risk reputational damage, low community trust and concerns regarding perceived competency at both community level and across South Australia. There is also the fact that the Council's proposed financial strategy comes after implementing one which resulted in an underspend on its asset renewals relative to its AMPs, the effects of which are being felt now - and will continue to be felt into the future.

This suggests that the Council's revenue raising powers can only partially offset financial management risks. This leaves the options of reducing the scope of the capital program and/or selling off assets to provide a financial cushion, as the asset renewal of core services progresses. The former is complicated by the fact that the Council has forecast \$150.0 million in funding requirements to implement its revised AMPs and two critical renewal projects for core services, with the latter possible if the Council has business operations that will be of interest to the commercial sector. This seems plausible (refer to user charges section), with asset sales not only generating revenue, but also reducing future asset renewals.

5.1.3.2 User Charges

In 2022-23, income from user charging services accounted for 31.1 percent of the Council's total operating income. Excluding the Adelaide Aquatic Centre, which ceased operations on 1 August 2024,⁴⁵ four of these services contributed 81.8 percent of the user charges income.⁴⁶ These are property leases, North Adelaide Golf Course charges, on-street parking fees and off-street parking fees (UPark – refer section 5.3 for discussion of asset renewal expenditure required for the off-street car parking operation).

⁴⁵ The Adelaide Aquatic centre closed its operation on 1 August 2024, with the State Government intending to build a new \$135.0 million facility, that will be owned and operated by the State. The Council has committed up to \$20.0 million towards demolishing the existing facility and reinstating park lands and community sports grounds.

⁴⁶ City of Adelaide, *2022-23 Annual Report*, note 2 pg. 72.

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The Council identifies these four services as commercial operations, including them in the Strategic Property and Commercial function within its 2024-25 Business Plan and Budget.

Annual budgeted operating income and expenses for Strategic Property and Commercial are provided in the Business Plan and Budget, with an operating profit of approximately \$23.1 million projected. The income relates to user charges, but the manner in which the expenses have been derived for each of the four functions outlined above is not clear in the materials available to the Commission. It is therefore not possible to assess the performance of each commercial operation, the adequacy of the allocation of costs to the business operations and the extent to which it may or may not be subsidised by ratepayers.

Overall, the Commission considers there would be merit in separate financial statements being prepared for each of these services (and any subsequent commercial operations entered), clearly identifying any cost/asset allocation approaches adopted and the asset values attributed to each separately. This would reflect sound internal financial practices with the Council and would allow for a complete financial picture of these services to be available to ratepayers.

Further, as the commercial operations could generally be provided by the private sector, in the Commission's view each of them should be capable of functioning without subsidisation from general rates, while also not accruing excessive or unduly low rates of return, extracting monopoly rents or discouraging potential competitors. These factors broadly reflect the Council's existing competitive neutrality obligations, a central component of which is separated accounts.⁴⁷

The Commission also notes that the Council has stated that debt may be required to fund significant renewals, such as the Rundle UPark.⁴⁸ Similar consideration applies to the property leasing and North Adelaide Golf Course operations, albeit at a lesser scale. This may be an opportune time for the Council to consider the optimal strategy for ratepayers - should it continue to operate the businesses within the Council, lease or sell the assets and/or operations to the private sector. Decisions made on that front will have direct impacts on user charges.

For example, if the Council proceeds with any asset rationalisation, the proceeds could offset any rates rises and debt required to fund the Council's forecast \$150.0 million funding requirement to fund its AMPs, or the cost of the Torrens Weir or Adelaide Bridge (see Section 5.3).

5.1.3.3 Adelaide Park Lands

In addition to the business operations included in the Strategic Property and Commercial function, the Council also provide services via the Adelaide Park Lands. During the 2024-25 budget planning and budget process, the Council made a commitment to invest 1.5 percent of rates revenue to upgrade buildings within the park lands, equating to \$25.2 million in today's dollars over the life of the LTFP.⁴⁹

5.1.3.4 Statutory Charges

In 2022-23, income from statutory charges accounted for 5.6 percent of the Council's total operating income. In recent years, the Council has waived or frozen the rate on several fees and charges. The intent of these decisions was to provide targeted support to the community and stakeholders during a particular period, most notably throughout the COVID-19 pandemic.⁵⁰ The fees associated with permits

⁴⁷ For further information on competitive neutrality and associated matters, refer the Department of Premier and Cabinet website available at [Competitive Neutrality | Department of the Premier and Cabinet](#)

⁴⁸ City of Adelaide, *2024-25 to 2033-34 Long-Term Financial Plan*, p. 26.

⁴⁹ City of Adelaide, *2024-25 to 2033-34 Long-Term Financial Plan*, p. 16.

⁵⁰ City of Adelaide, *2024-25 Business Plan and Budget*, April 2024, p. 7, available at: <https://d31atr86jnqrq2.cloudfront.net/docs/business-plan-budget.pdf>

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for Outdoor Dining and Park Lands rentals were reintroduced in the 2023-24 Business Plan and Budget after being waived for five years.⁵¹

As noted above, while there may be sound short-term reasons for such decisions, they will necessarily have longer-term consequences. The Council should therefore ensure that it always considers such longer-term impacts when making decisions of that nature and should make its reasoning clear to ratepayers and the community.

5.1.4 Expenditure

The growth in operating expense from 2013-14 to 2022-23 was 2.8 percent, slightly above the average annual inflation of 2.6 percent over this period.⁵² During that period, there was an average annual increase in depreciation charges of five percent, an increase of 2.5 percent for 'materials, contracts and other' expenses and an increase of 1.7 percent for employee expenses (see the changes by expense type in Figures 4 and 5). The predominant reason for depreciation growing at a much faster rate than the other expenses categories was the growth in the Council's asset base (infrastructure, property, plant and equipment), which increased at four percent over the same period.⁵³

Looking ahead, the Council has forecast higher average expense growth, at 3.5 percent per annum which is above the RBA-based forecast of average annual inflation of 2.6 percent over the same period.⁵⁴ This appears to reflect a worsening of the Council's cost control, relative to past performance (with average annual growth of 2.8 percent in the 10 years to 2022-23).

Employee numbers are forecast to increase to 761 FTEs in 2024-25, up from 716 in 2023-24,⁵⁵ with employee expenses forecast to increase by an average of 2.6 percent per annum over the period to 2033-34. 'Materials, contracts and other' expenses are forecast to increase by an average of 2.8 percent per annum, from 2024-25 to 2033-34. The Commission notes that these forecasts broadly align with the RBA's forecast rate of CPI over the same period of 2.6 percent. Depreciation and finance costs are increasing at 3.7 percent and 37.7 percent per annum over the same period, which is causing the Council's total expenses to increase by 3.5 percent per annum from 2024-25 to 2033-34.

⁵¹ City of Adelaide, *2023-24 Business Plan and Budget*, April 2024, p. 59.

⁵² CPI (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.5 percent). Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>

⁵³ Based on the annual average growth rate between 2013-14 and 2022-23.

⁵⁴ The forecast average annual growth in the CPI from 2024-25 to 2033-34 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to December 2026 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2026-27.

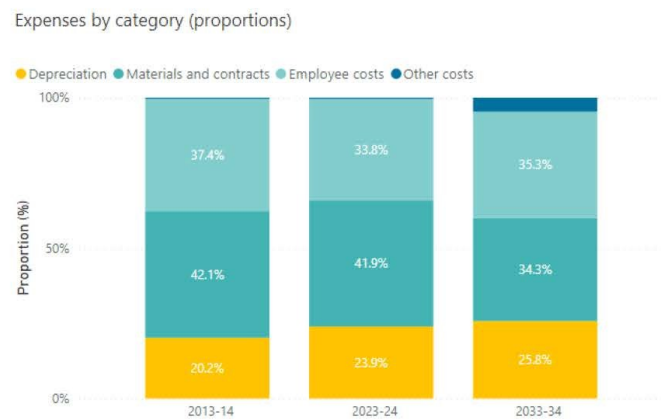
⁵⁵ Based on the Council's Financial Reporting template provided to the Commission.



Figure 4: Expenses by category – historical and forecast



Figure 5: Expenses by category - proportions



Incorporating the growth in number of rateable properties, the total forecast expenses per property increases by an average of 2.4 percent per annum over the period (see Figure 6): a slight real terms reduction (based on current inflation projections). At the same time, average total income per property is forecast to increase by 2.5 percent (nominally), below forecast inflation.





Figure 6: Expense by rated property - historical and forecast



5.1.5 Commission’s recommendations on operating performance

Overall, the forecast growth in income and expenses broadly align for the 10 years to 2033-34. The Commission notes that, if the growth forecasted in the Council’s expense categories is exceeded, there is a risk that ratepayers could incur unexpected higher rate increases.

In that context, the Commission has observed that the latest available comprehensive set of asset condition assessments and valuations, upon which the Council’s AMPs, asset renewal costs and depreciation profiles are based, appear to be out of date.

Further, the Council has advised that, up until 2023-24, it did not apply indexation annually to asset valuations between these comprehensive assessments. The risk inherent in such a practice is that the Council’s already-challenging asset renewal plans understate the true costs associated with them, with the annual depreciation charge therefore also understated. This would mean that the forecast operating surplus would be overstated and expose the Council, ratepayers and the community to future financial risks.

The Commission notes that the Council has recently introduced the good practice of indexing asset valuations in 2023-24 to some of its assets classes and will continue to roll out this practice to various other classes in 2024-25 and 2025-26.⁵⁶ This should be supplemented, however, with much more robust understanding and consideration within the Council of the importance of asset condition assessments.

Having regard to these risks, coupled with the Council’s existing expenses projections that suggest a worsening in its cost control (as explained above), the Commission advises that the Council should adopt a stronger focus on cost control and productivity improvement, and reflecting this in its future strategic planning.

⁵⁶ City of Adelaide, Email to the Commission, 27 November 2024.

Therefore, the Commission recommends that the Council:

1. **Analyse** the implications for long-term financial sustainability and timely renewal of assets before considering any rate freeze or valuation freeze in the future and disclose the analysis to ratepayers.
2. **Improve** the disclosure of cost savings targets or productivity improvements in LTFPs and ABPs (as appropriate), to provide evidence of constraining cost growth and achieving efficiency across its operations and service delivery.

5.2 Net financial liabilities

5.2.1 Key points

- ⚠ Net cash flows after operating and investing (that is, capital-related) activities averaged \$2.7 million per annum between 2013-14 and 2022-23 and decrease to average annual negative \$15.2 million from 2024-25 to 2033-34.
- ✅ Between 2013-14 and 2022-23 the NFLR averaged 29.1 percent. It is projected to be within the LGA target range from 2024-25 to 2033-34, but trending towards the upper limit and reaching the Council's own prudential limits for a number of years. This reflects the use of higher debt levels to finance the Council's capital expenditure program.
- ⚠ If the Council is unable secure external grant funding, and/or it has underestimated the costs of the capital program, it might be necessary to increase debt or further defer asset renewal and replacement.

The NFLR is defined as: Net financial liabilities ÷ Total operating income. This ratio measures the extent to which a council's total operating income covers, or otherwise, its net financial liabilities. The suggested LGA target range is between zero and 100.0 percent of total operating income, but possibly higher in some circumstances.⁵⁷

The Council's NFLR trended between negative 5.4 and positive 57.0 percent between 2013-14 and 2022-23 (see Figure 7). This is mostly within the suggested LGA target range for the indicator of between zero and 100.0 percent (averaging 29.1 percent over this period).

The Council has forecast its NFLR to be positive throughout to 2033-34 and to remain within the suggested LGA target range.⁵⁸ The annual average forecast for the NFLR from 2024-25 to 2033-34 is 74.1 percent, reaching a high of 88.6 percent in 2030-31.⁵⁹

The Council's calculation of NFLR excludes calculations of long-term lease liabilities. The Commission has included long-term lease liabilities in its calculation of NFLR (see Figure 8). The Commission's analysis shows that net financial liabilities get very close to total income towards the end of the forecast period. Under that analysis, the Council's net financial liabilities are forecast to increase from \$85.9 million in 2024-25 to \$268.3 million in 2033-34 (see Figure 8), more than a three-fold increase.⁶⁰ The main driver of this is a near four-fold rise in borrowings to \$225.7 million by 2033-34 (see Figure 9).

⁵⁷ LGA SA Financial Indicators Paper, pp. 7-8.

⁵⁸ The Council's NFLR was 21.7 percent in its reported 2023-24 financial results

⁵⁹ The Commission has included the Council's lease liabilities in its calculation but notes that the Council excluded this category in its 2024-25 LTFP.

⁶⁰ The Council's lease liabilities have been included in the net financial liabilities figure.



Figure 7: Net financial liabilities ratio – historical and forecast

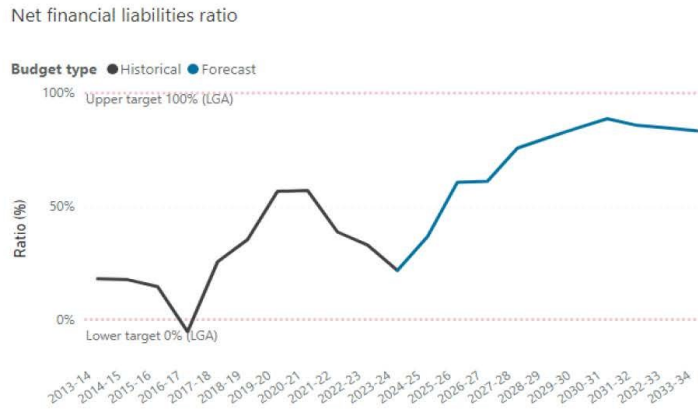
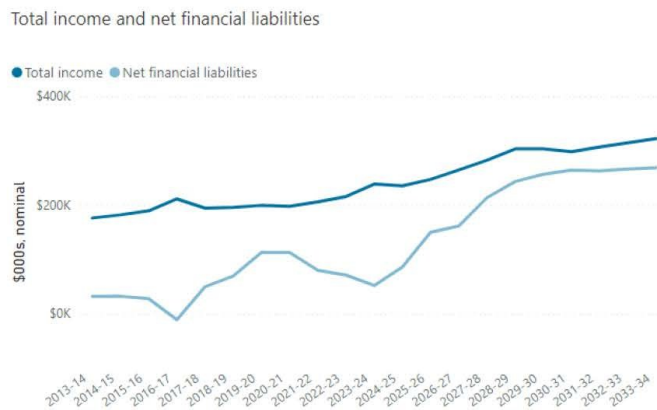


Figure 8: Total income and net financial liabilities – historical and forecast



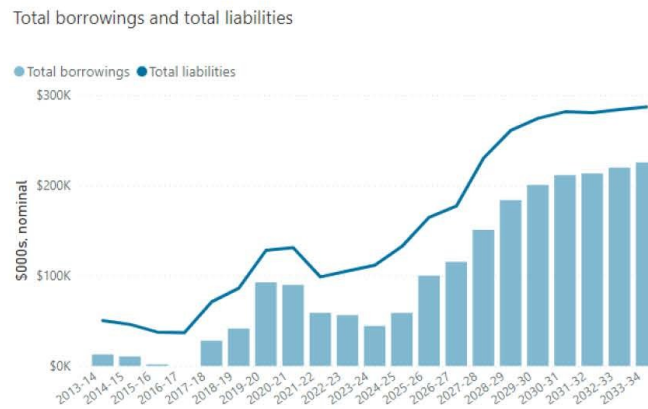
The steady increase in borrowings in the Council's 10-year forecast (see Figure 9) is partly associated with its \$14.9 million per annum capital expenditure for new and upgraded projects.⁶¹ In addition, the Council has stated that significant renewals (Torrens Weir, Adelaide Bridge and Rundle UPark) are likely to be funded by a component of debt.⁶²

⁶¹ City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 14. Available at: <https://ouradelaide.sa.gov.au/draft-long-term-financial-plan>

⁶² City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 14



Figure 9: Total borrowings and total liabilities – historical and forecast



The Council’s renewal forecasts associated with the Torrens Weir and Adelaide Bridge assume a like-for-like asset renewal of the existing structures. The Council is preparing further analysis to provide more detailed information on potential options and costs. Its estimated renewal expenditure for the Torrens Weir is \$40.0 million allocated for the 2028-29 and 2029-30 financial year and \$60.0 million for the Adelaide Bridge allocated in 2027-28 and 2028-29.^{63 64}

The Council has advised the Commission that it has a low to medium confidence level in these estimates.⁶⁵ Should the Council be faced with higher replacement costs for these two projects, unless it can secure commensurately higher grants, the burden on ratepayers would increase, either directly or through covering increased debt servicing costs. Alternatively, the Council might decide to defer elements of asset renewal and replacement, which could impact service standards.

Further, the Council is assuming in its LTFP that it funds 33.0 percent of the renewal for the Torrens Weir and 75.0 percent of the renewal for the Adelaide Bridge.⁶⁶ The remainder proposed to be funded by yet-to-be-secured grants.⁶⁷

The three main risks the Council’s financial strategy faces are:

1. Low to medium confidence levels in the cost estimates for critical capital projects.
2. Reliance on unsecured grant financing.
3. Increasing exposure to interest rate and financial structure risk, as debt levels increase.

Additionally, the Council has no financial cushion. Its LTFP is designed so that each year cash inflows and outflows net out to zero, resulting in cash reserves remaining \$0.8m throughout the LTFP (see Figure 10). Further, for periods of the LTFP, the Council is at its own prudential borrowing limit, which is set at 50.0 percent of the Council’s saleable assets.⁶⁸ That is, the Council has no contingency, while operating close to what it considers, its financial limits, despite the clear risks.

⁶³ City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 14.

⁶⁴ The Torrens Weir has been indexed to \$44.7 million and the Adelaide Bridge has been indexed to \$65.6 million in the 2024-25 Long-Term Financial Plan.

⁶⁵ City of Adelaide, Email to the Commission, 11 November 2024.

⁶⁶ City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 14.

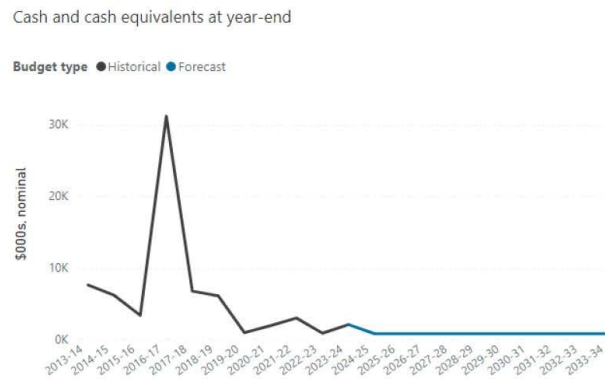
⁶⁷ City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 14.

⁶⁸ City of Adelaide, 2024-25 to 2033-34 Long-Term Financial Plan, p. 24.



This situation can be attributed to the Council’s history of rates and valuation freezes, which have led to deferral and compression of asset renewal and replacement and an issue of intergenerational inequity.

Figure 10: Cash and cash equivalents at year end – historical and forecast



These risks could lead to increased borrowings and interest risk exposure. Also, as borrowings increase, interest rates on debt levels can rise because of greater debt exposure within the financial structure. This could result in further cost escalation.

5.2.2 The Commission’s recommendations on financial liabilities

The Commission considers that the Council should undertake a detailed review, with its community, of the potential alternative options and the risk implications, from both the financial and service provision perspective, of the proposed financing of its capital expenditure program. The Commission also suggests this include the role that asset sales can have in managing the Council’s transition towards more effective asset management strategies and their implementation, which is discussed in the subsequent section of this advice.

In this respect, the Commission notes the potential role of the Council’s Future Fund in this process, provided this is focused on asset disposal, rather than the purchase of assets for commercial operations, given the Council’s anticipated financial exposure. It also notes that the Council undertook a Strategic Property review to consider the acquisition and disposal of assets, and that the proceeds from disposals could also be used to repay borrowings or reduce the need for them. In that context, the Council’s 2024-25 LTFP has factored in the proceeds from the sale of surplus assets of \$18.5 million in 2024-25. The Commission, however, notes this is relatively minor in comparison to the Council’s commercial operations (refer to user charges in section 5.1.3.2).

The Commission recommends that the Council develop a strategy to optimise the value to ratepayers of the Council’s commercial assets, taking into consideration any subsidies, the profitability and future liabilities of each asset.

Finally, the Commission notes the Council does not fully disclose the assumptions underpinning its borrowing forecasts in its LTFP (such as loan facilities and/or terms, if applicable) although the Commission notes that the Council is in the process of reviewing its Treasury policy, which will include how borrowings will be utilised.⁶⁹ The Council does undertake the good practice of disclosing its interest rate assumptions for its borrowing facilities, along with sensitivity analysis through a 10 year forecast of the Council’s interest expense ratio and leverage test ratio.

⁶⁹ City of Adelaide, Email to the Commission, 11 November 2024.



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For the Council to achieve and maintain financial sustainability, the Commission recommends that the Council:

- 3. **Consider** undertaking a detailed review, with its community, of the potential alternative options and the risk implications, from both the financial and service provision perspectives, of the proposed financing of its capital expenditure program.
- 4. **Consider** the Future Fund applying a greater emphasis on asset disposals with the proceeds used to repay borrowings, or reduce the need for them, rather than the purchase of assets for commercial operations.

5.3 Asset renewals expenditure

5.3.1 Key points

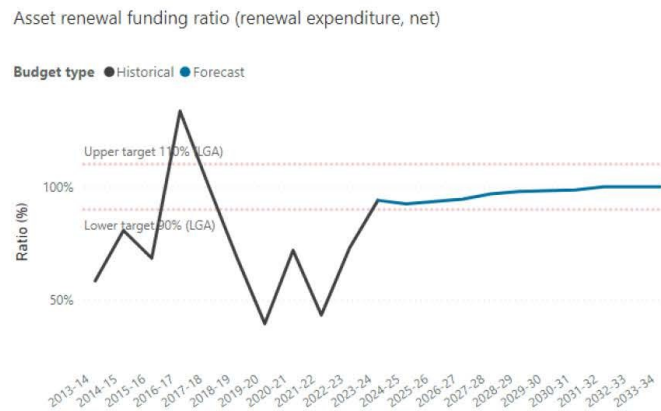
-  Between 2013-14 and 2022-23, the net ARFR averaged 73.9 percent, with an average annual spend of \$26.8 million per annum (below its asset renewal requirements).
-  The Council's forecast \$150.0 million funding requirement required to implement its recently adopted AMPs is being addressed at a time of construction cost escalation, long lead times and three significant asset renewal projects.
-  In 2024 the Council separated and adopted six AMPs.

A long-term consequence of the Council's policy of freezing the rate in the dollar and property valuations for varying periods of time is an underspend on its asset renewals and replacement needs relative to its AMPs. This is illustrated by the fact that, between 2013-14 and 2022-23, the Council averaged 73.9 percent on its ARFR⁷⁰ (under the 'IAMP-based' net expenditure approach),⁷¹ (see Figures 11 and 12). The Council's net spending on renewal and replacement of assets averaged \$26.8 million each year over the period.

⁷⁰ The IAMP-based method is the current industry standard whereby asset renewal/replacement expenditure is divided by the recommended expenditure in the IAMP (or AMP). Ideally, this will show the extent to which a Council's renewal or replacement expenditure matches the need for this expenditure, as recommended by the plan. The suggested LGA target range for the ratio is 90.0 to 110 percent (LGA SA Financial Indicators Paper, p. 9).

⁷¹ The quoted averages for the ratio are based on 'net asset renewal expenditure' (taken from the Council's cash flow statements) (after the sale of replaced assets) rather than 'gross asset renewal expenditure'.

Figure 11: Asset renewal funding ratio (renewal expenditure net) – historical and projected



Between 2013-14 and 2022-23, alongside its rating policy, the Council also chose to allocate nearly half, approximately \$254.4 million, of its capital expenditure towards new and upgraded assets, requiring future ratepayers to bear the cost of the renewal expenditure foregone and the potential intergenerational inequity caused.

The Council’s recently adopted AMP’s⁷² identified that an average annual increase in funding of \$14.9 million was required for the 10 year life of its 2024-25 LTFP (approximately \$150.0 million over the term of the plan in 2024 dollar terms). To manage this, and the asset renewal of Torrens Weir, Adelaide Bridge and the Rundle UPark, its LTFP includes less capital expenditure on new/upgraded assets.

Over the 2024-25 to 2033-34 period, capital expenditure on new/upgraded assets is forecast to be 16.6 percent of capital expenditure. The Council has also introduced the ARRF to fund the \$14.9 million per year needed. This will be financed through rate increases, either explicitly, or implicitly, through covering the costs associated with any required borrowings.

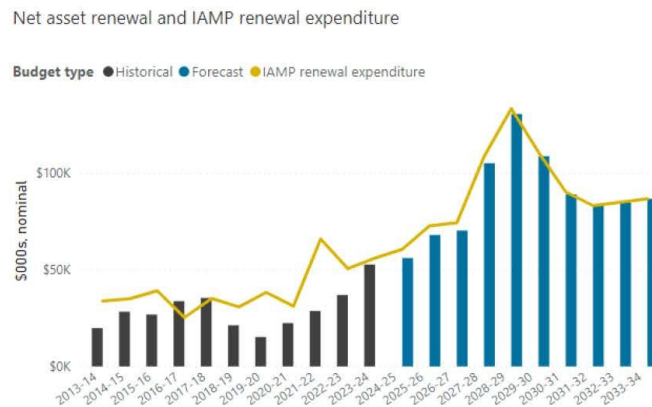
Going forward, from 2024-25 to 2033-34, the ARFR (under the ‘IAMP-based’ net expenditure approach) is forecast to be within the appropriate range, at an average of 97.2 percent (see Figure 11). Average annual spending on renewal or replacement of assets is projected to increase to \$88.2 million (in nominal terms) (see Figures 12 and 15).

That is, the Council’s intention is to fundamentally change its approach towards asset stewardship – which would be a positive and appropriate change in behaviour. The Commission notes the Council has started to improve its approach achieving an ARFR of 94.0 percent in 2023-24 financial results.

At the same time, the Commission also notes that this change is being initiated at a time when the Council is proposing to undertake significantly more capital expenditure than it has historically. Between 2013-14 and 2023-24, the Council’s average annual capital expenditure was in the region of \$53.0 million, while for the 2024-25 to 2033-34 period it is forecast to almost double to annual average of \$105.7 million (see Figure 15).

⁷² In 2024, the Council reverted to individual AMPs for the following asset classes: buildings, lighting and electrical, park lands and open spaces, transport, urban elements and water infrastructure. These individual AMPs were adopted by the Council in 2024.

Figure 12: Net asset renewal and IAMP renewal expenditure – historical and projected



Further, its approach to its AMPs, asset valuation and asset condition assessments, may heighten the risk that it faces.

In 2024, the Council reverted to individual AMPs for the following asset classes: buildings, lighting and electrical, park lands and open spaces, transport, urban elements and water infrastructure. These AMPs were adopted by the Council in 2024 and provide a breakdown of the assets within each respective asset class and the proposed capital works that will be fed into the Council's LTFP. Some of these AMPs, however, do not appear to be based upon current asset valuations and asset condition assessments.

The Council reviews asset lives, so asset condition, in conjunction with asset class revaluations every four to five years. The Commission notes that some of the valuations of these assets were carried out some time ago⁷³, for example:

- ▶ Roads, valued as at 30 June 2024.
- ▶ Kerb and water table, valued as at 30 June 2024.
- ▶ Footpaths, valued as at 30 June 2022.
- ▶ Traffic signals, valued as at 30 June 2020.
- ▶ Bridges, valued as at 30 June 2024.
- ▶ Buildings, valued as at 30 June 2021.
- ▶ Land excluding park lands and lands under roads, valued as at 1 July 2020.
- ▶ Park lands & open space, stage 2 - sports fields and water features valued as at 30 June 2023.
- ▶ Urban elements, valued as at 30 June 2021.
- ▶ Public lighting & electrical, valued as at 30 June 2020.
- ▶ Public art, valued as at 30 June 2022.

⁷³ The revaluation dates are based on the City of Adelaide's 2023-24 Annual Report, General Purpose Financial Statements Note 7 (pp. 28, 29 and 30).



- ▶ Stormwater drainage, valued as at 30 June 2024.
- ▶ Ticket machines, valued as at 30 June 2022.

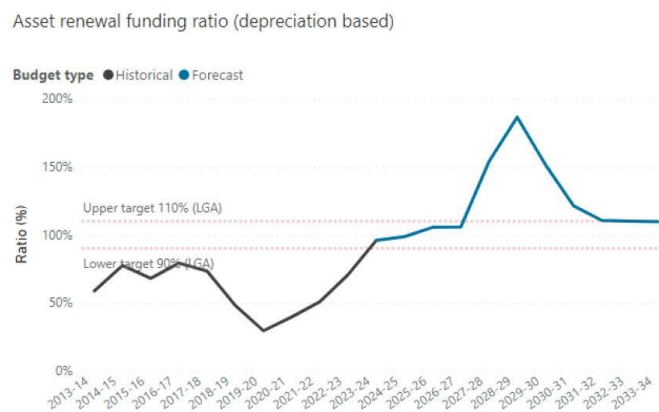
The Council also confirmed that up until 2023-24, its asset valuations were not indexed through desktop valuations on an annual basis between revaluations. The Commission notes that the Council is implementing this strategy going forward, which is a positive step. The Commission also considers that undertaking a comprehensive revaluation every four to five years could be too long a time interval between revaluations and asset condition assessments, given the current the macroeconomic environment and the challenges of the Council's asset renewal program.

Overall, the Commission considers that the recently published set of AMPs produced by the Council may benefit from being updated as soon as possible, to more accurately reflect detailed engineering studies of asset valuation and condition, and the implications of this for the Council's ambitious asset renewal program. The Commission also considers there to be benefit in reflecting the outcome of this in a revised LTFP, to fully understand the implications for the Council's baseline financial strategy and the potential benefits of alternative approaches (see previous section).

The Commission also notes that the Council's approach to understanding the value and condition of its asset stock may be causing its depreciation expense to be lower than suggested - if it were based upon the current cost of the Council's assets, at any given time. In addition, this could cause an overstatement of the Council's operating surplus ratio.

The Council's approach to asset valuation and condition results regarding the depreciation charges, both historically and forecast, could also impact the reliability of the depreciation-based ARFR.⁷⁴ Historically (between 2013-14 to 2022-23) the annual average value was 59.4 percent which is below the recommended minimum level (for IAMP-based ratio) of 90.0 percent (see Figures 15 and 16). It is projected to track above the recommended range (for the IAMP-based ratio) of 90.0 -110.0 percent, averaging 125.2 percent per annum to 2033-34 (see charts below).

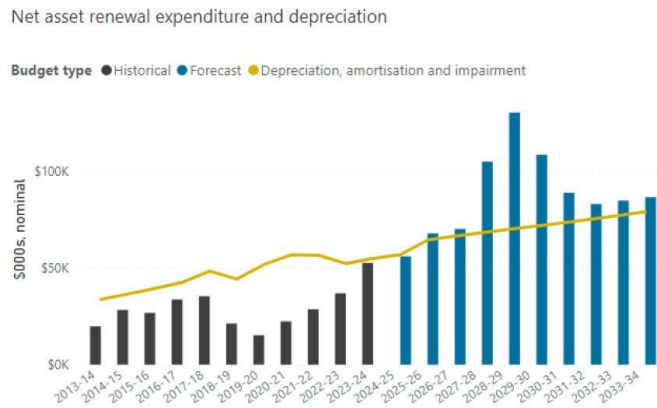
Figure 13: Asset renewal funding ratio (depreciation based) – historical and projected



⁷⁴ Where asset renewal/replacement expenditure is divided by depreciation expenses.



Figure 14: Net asset renewal expenditure and depreciation – historical and forecast



Finally, the Commission also notes that the Council’s asset stock per rateable property was \$68,224 in 2022-23 (see Figure 16) but also notes that this is likely based upon outdated asset valuations, which impacts the forward-looking projections in the LTFP. This is high relative to other councils and is likely to be challenging for the Council to effectively manage over the longer term.

The Commission notes the Council will need to assess the risk of maintaining its current level of infrastructure in the context of the stream of future liabilities associated with each asset. This, again, points to the need for the Council to keep its knowledge of the value of the assets it holds and their condition up to date and understand the risks (and develop mitigation strategies) if the Council’s expectations regarding its operating surpluses do not materialise and/or its financial strategy becomes stressed.

Figure 15: Total capital expenditure by category – historical and projected

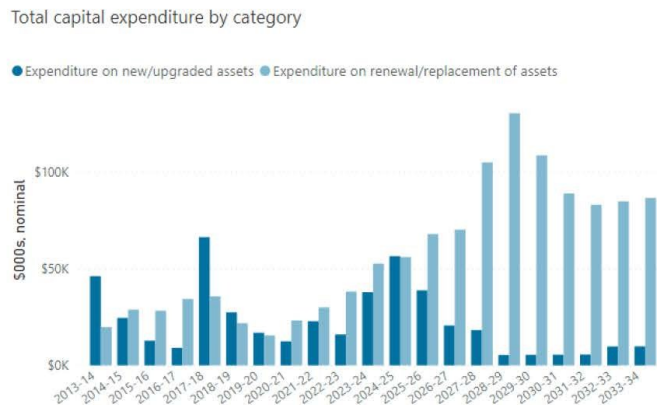




Figure 16: Value of asset stock per rateable property – historical and projected



These factors may create risk for the Council, and represent a considerable financial, practical and logistical challenge, alongside the challenge of rapidly developing a behaviour that places greater emphasis and value on asset renewal.

Successful risk mitigation and delivery of change will require close attention and management by the Council, and this should be articulated in future LTFP and AMPs.

5.3.2 The Commission’s recommendations re asset renewals expenditure

The Commission recommends the Council consider the following regarding its approach to its AMPs and asset information. The objective of the recommendations is to support the behavioural change and information needed to assist it in achieving its challenging asset renewal program, and understanding and mitigating the associated risks, as well as those associated with the accompanying financial strategy.

The Commission recommends that the Council:

- 5. **Upgrade** its AMPs to more accurately reflect formal asset valuations, condition assessments, remaining useful lives and corresponding depreciation schedules, incorporate this information into the AMPs and include these expenditure forecasts in the annual budget and annual LTFP update.
- 6. **Consider** providing more clarity around the risks (and develop mitigation strategies) if the Council’s expectations regarding its operational performance do not materialise and/or its financial strategy becomes stressed.

5.3.3 The Commission’s recommendations on commercial assets

The Council holds extensive commercial assets that have been discussed in several sections of this Advice. The Commission recommends that the Council:

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7. **Develop** a comprehensive and transparent strategy for its commercial assets, addressing for each class of assets and for each individual asset how to optimise value for ratepayers, including:
- ▶ in-depth analysis in its LTFP of the Council's approach to revenue generation from commercial operations and whether asset rationalisation would improve financial outcomes for ratepayers. This analysis could include whether the Council continues to own each asset, whether it operates each asset or leases it out for private operation and the extent to which any ratepayer subsidisation is appropriate and if so, why. (refer 5.1.3.2 User Charges)
 - ▶ publication of separate financial statements for each of the Council's commercial operations, clearly identifying the allocation of costs to each asset and the asset values attributed to each separately (refer 5.1.3.2 User Charges), and
 - ▶ completion of the proposed review of the Rundle Street UPark and addressing the approved option in the LTFP (refer 4.1 Changes to operating performance).

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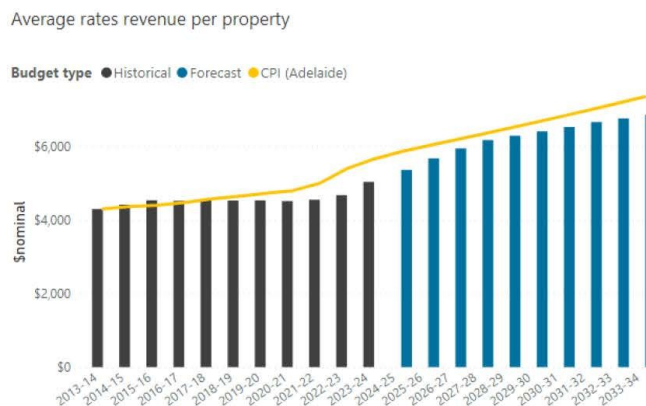
6 Advice on current and projected rate levels

6.1 Key points

- The Council maintained the rate in the dollar at the same level for the ten years to 2023-24 and held property valuations at 2019 levels until the 2022-23 budget. As a result, the Council's rate revenue per property growth averaged 0.9 percent over this period.
- ✔ The forecast rate increase between 2024-25 to 2033-34 is 2.8 percent per property per annum, which is generally in line with the RBA inflation forecast over the period.
- ✔ Affordability risk among the community for the further rate increases appears to be moderate, based on a range of factors including an assessment of the economic resources available to the community and community feedback.

The Council maintained the rate in the dollar at the same level for the ten years to 2023-24 and held property valuations at 2019 levels until the 2022-23 budget. As a result, growth in average rate revenue per property averaged 0.9 percent, or \$42 per annum over the past 10 years,⁷⁵ reaching an estimated \$4,675.66 per property in 2022-23 (see Figure 17). This is, however, below CPI growth of 2.6 percent per annum over the same period,⁷⁶ resulting in average rates per rateable property decreasing in real terms.

Figure 17: Average rates revenue per property – historical and projected



The Council remains more reliant on its rate base for its operating sustainability as that source is more certain than is its income from user charges, although the Commission notes that the Council's rates revenue is a lesser proportion compared to other suburban and regional local councils. Rates revenue accounts for 58.0 percent of operating income in 2022-23, compared with 52.2 percent of income in 2013-14 (see Figure 18).

⁷⁵ From 2013-14 to 2022-23.

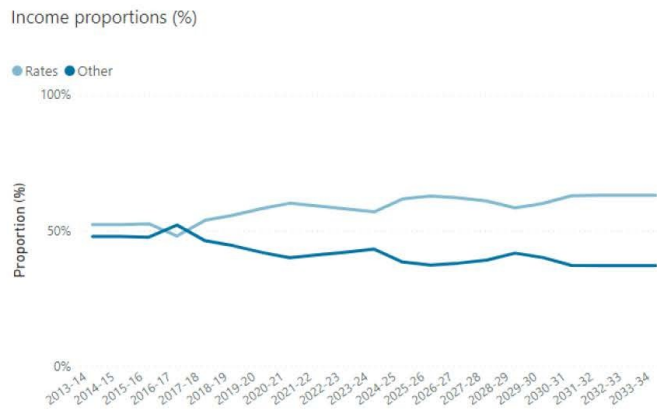
⁷⁶ CPI Adelaide (All groups). Average annual growth in the LGPI published by the South Australian Centre for Economic Studies was similar (at 2.5 percent). Available at <https://www.adelaide.edu.au/saces/economic-and-social-indicators/local-government-price-index>



The Commission notes that, in the Council's 2024-25 ABP, it has recorded a total of 27,024 rateable properties, of which 16,995 (62.9 percent) are residential and 9,716 (36.0 percent) properties are classified as commercial.⁷⁷

The Council expects to receive around 71.6 percent of its rate revenue from commercial operations, which have a higher rate in the dollar, relative to the residential sector (around 22.5 percent higher in 2024-25). In the 2024-25 LTFP Roadmap document the Council noted that it had considered increasing its rate revenue, as well a shift in the rate burden from business to residential.⁷⁸

Figure 18: Income proportions (%)



6.2 Proposed rate increases for 2024-25

The Council adopts a differential general rate applicable to all rateable land in accordance with section 147 of the LG Act. The differential rates in the dollar are based on the following categories: Residential, Non-Residential and Vacant Land. The Council expects that approximately 75.4 percent of general rates revenue will come from non-residential rates, similar to previous years.⁷⁹

In 2024-25, the Council undertook valuations of rateable properties, which increased property values. As a result, the Council reduced the rate in the dollar to only collect the required level of rate revenue consistent with its financial strategy (rates and income are discussed further section 5.1.3 above). As a result, rate revenue has increased by 5.9 percent plus one percent in growth in revenue from new developments and additions.

As noted above, the Council has 16,995 residential rateable properties. Rate revenues from those properties contributes 24.6 percent of total rate revenue. The average residential rate per property is expected to increase to \$2,142 per property from \$2,090 per property in 2023-24 (an increase of \$52 or 2.5 percent).

'Commercial – shop' rates increased to \$8,874 per property from \$8,510 per property (an increase of \$365 or 4.3 percent). 'Commercial – office' rates increased to \$12,385 per property from \$11,055 per

⁷⁷ The Council also has a small number of rateable properties (313 in total or one percent of total rateable properties) that are classified as either industry, vacant land or other.

⁷⁸ City of Adelaide, 2024-25 Long-Term Financial Plan road map, slide 32.

⁷⁹ City of Adelaide, 2023-24 Business Plan & Budget, p. 56

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property (an increase of \$1,330 per property or 12 percent). 'Commercial – other' rates increased to \$10,610 per property from \$9,846 per property (an increase of \$764 or 7.8 percent).

The Commission notes that, in 2024-25, the Council changed how it rates properties that are used as, or made available for, short-stay accommodation for more than 90 days in the previous financial year. Going forward, these properties will be rated as 'Commercial – other'. The Council does not state how many properties will be impacted by the change or the expected increase in rate revenue it expects to receive.

Other than 'general rates' income, the Council collects the Regional Landscape Levy on behalf of Green Adelaide and is forecasting to collect \$1.9 million (net of rebates) in 2024-25.⁸⁰ In addition, it applies a separate rate for the Rundle Mall Management levy. These funds are collected on rateable land in Rundle Mall Precinct for the purpose of managing and marketing the Rundle Mall Precinct.

The Commission notes that, in its 2024-25 ABP, the Council adopted the good practice of reporting the estimated average annual change for its categories of land use, together with the quantum of annual revenue it expects to collect from these different categories of rates. This provides greater clarity and transparency to its ratepayers.

6.3 Projected further rate increases

Between 2024-25 and 2033-34, the average rate per property across all categories is forecast to increase from \$5,362 to \$6,862⁸¹ a cumulative increase of \$1,500 per property. This equates to a 2.8 percent average annual increase (between 2024-25 and 2033-34), just above the RBA-based forecast average inflation of 2.6 percent per annum.⁸²

6.4 Affordability risk

On balance, the affordability risk for the community in respect of these further increases appears to be low to moderate. As stated previously, the Council has not increased the rate in the dollar in 10 years and froze property valuations for five years (from 2018-19). In addition, it waived outdoor dining permits and park land events fees for five years, with the stated aim of supporting businesses and the community.

The Council's community consultation processes appear comprehensive and transparent, and it regularly seeks community feedback on proposed projects and initiatives.⁸³ The Council has used a range of approaches to inform its community on its proposed plans and, as a result, receives a high level of engagement.⁸⁴ In general, the majority of respondents agreed with the approach of the draft 2024-2025 to 2033-2034 LTFP (73.0 percent of the respondents were ratepayers).

⁸⁰ City of Adelaide, *2024-25 Business Plan & Budget*, p. 85.

⁸¹ This includes rates growth of 3.8 percent expected each year.

⁸² The forecast average annual growth in the CPI from 2024-25 to 2033-34 is estimated to be 2.6 percent based on the RBA forecasts for the CPI (Australia-wide) to December 2026 (and the Commission's calculations of average annual percentage growth) and the midpoint of the RBA's target range (2.5 percent) from 2026-27.

⁸³ See City of Adelaide, *Public Consultation Policy*, available at <https://d31atr86jnqrg2.cloudfront.net/docs/policy-public-communication-consultation.pdf>

⁸⁴ The Council sought community engagement through online and written submissions and quick poll on Our Adelaide website; (in total over 70 submissions were received by the Council). Available at <https://ouradelaide.sa.gov.au/draft-long-term-financial-plan>

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6.4.1 The Commission's advice regarding affordability risk

Overall, the Commission notes the Council's relative average socio-economic indexes for areas (SEIFA) economic resources ranking for the Council area is low.⁸⁵ However the population mix is somewhat different to other typical metropolitan councils, due to its student population that reside within the City of Adelaide. The Commission does not regard the Council as deriving a rates affordability risk from its socio-economic profile.

⁸⁵ The Corporation of the City of Adelaide area is ranked 5th among 71 South Australian 'local government areas' (including Anangu Pitjantjatjara and Maralinga Tjarutja Aboriginal community areas and 'unincorporated SA') on the Australian Bureau of Statistics SEIFA Index of Economic Resources (2021), where a lower score (e.g., 1) denotes relatively lower access to economic resources in general, compared with other areas, available at <https://www.abs.gov.au/statistics/people/people-and-communities/socio-economic-indexes-areas-seifa-australia/2021>

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7 The Commission's next advice and focus areas

In the next cycle of the scheme, the Commission will review and report upon the Council's:

- ▶ ongoing performance against its current LTFP estimates
- ▶ the identification of opportunities for cost savings, including the disposal of assets that are surplus to requirements to reduce debt and exposure to future liability streams
- ▶ progress on meeting its capital expenditure plans for identified costs
- ▶ greater reporting transparency, including more in-depth discussions in its LTFP of its approach to revenue generation from user charges and to rates, and how these relate to asset/service rationalisation
- ▶ greater transparency on the performance of its commercial operations
- ▶ current AMPs that are aligned to the Council's budget and LTFP, and
- ▶ progress in keeping to its projections for rate increases.

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8 Appendix: Glossary of terms

Item	Explanation
ABS	Australian Bureau of Statistics
AMP	Asset management plan (also called an IAMP)
ARFR	Asset Renewal Funding Ratio Since 2013, the asset renewal funding ratio has been defined as: $\text{Asset Renewal Expenditure} \div \text{IAMP Renewal Expenditure}$ Where IAMP Renewal Expenditure is that required according to the IAMP.
Commission	Essential Services Commission, established under the <i>Essential Services Commission Act 2002</i>
CPI	Consumer Price Index (Adelaide, All Groups)
Council	The Corporation of the City of Adelaide
ESC Act	<i>Essential Services Commission Act 2002</i>
F&A	Local Government Advice: Framework and Approach – Final Report
FTE	Full Time Equivalent
IAMP	Infrastructure and asset management plan (also called an AMP)
LG Act	<i>Local Government Act 1999</i>
LGA SA Financial Indicators Paper	Local Government Association of South Australia, Financial Sustainability Information Paper 9 - Financial Indicators Revised May 2019
LTFP	Long-term financial plan
NFLR	Net Financial Liabilities Ratio Net Financial Liabilities are defined as: Total Liabilities LESS Current Assets (Cash and Cash Equivalents) LESS Current Assets (Trade and Other Receivables) LESS Current Assets (Other Financial Assets) LESS Non-Current Assets (Financial Assets - excluding equity accounted investments in council businesses) The net financial liabilities ratio is: $\text{Net financial liabilities} \div \text{Total Operating Income}$
OSR	Operating Surplus Ratio The Operating Surplus (Deficit) is defined as: $\text{Total Operating Income} \text{ LESS } \text{Total Operating Expenses}$

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Item	Explanation
	The Operating Surplus Ratio is defined as: Operating Surplus (Deficit) ÷ Total Operating Income
Regulations	<i>Local Government (Financial Management) Regulations 2011</i>
RBA	Reserve Bank of Australia
SACES	The South Australian Centre for Economic Studies
SEIFA	Socio-Economic Indexes for Areas
SMP	Strategic management plan
Advice or the Scheme	Local Government Advice Scheme

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Adelaide Central Market Authority

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2026/27

Business Plan and Budget



Adelaide Central
Market Authority

Our Customers

We will keep customer experiences at the heart of all decisions, every day

1.1 KNOW OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>1.1.1 Customer Experience Tracker</p> <p>Regularly update quantitative understanding of customer perception, barriers, pain points and delights.</p>	<ul style="list-style-type: none"> Identify and report on customer experience trends and satisfaction level through surveys. 	<ul style="list-style-type: none"> Monthly CX tracker and biannual reporting. Action feedback as needed. 82% or more Market satisfied visitors. Sharing information when relevant with traders.
<p>1.1.2 Customer Insights</p> <p>Leverage customer feedback from socials and Market Stall to drive customer advocacy.</p>	<ul style="list-style-type: none"> Monthly report from customer feedback and enquiries at Market Stall. 	<ul style="list-style-type: none"> Record, respond to or escalate customer complaints in timely manner. Inform traders when feedback is relevant to their stall.
	<ul style="list-style-type: none"> Track visitation to The Market Stall. 	<ul style="list-style-type: none"> Quarterly report to Board.
<p>1.1.3 Trading Hours</p> <p>Align trading hours to customer preferences.</p>	<ul style="list-style-type: none"> Advertise One Market trading hours, incorporate in marketing and communication plan. Resource planning (DM role and Market Stall, security and cleaning). Support traders during transition. 	<ul style="list-style-type: none"> Market is adequately resourced for Sunday operations. Positive media report for Sunday trade.



Our Customers

We will keep customer experiences at the heart of all decisions, every day

1.2 ENGAGE OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
1.2.1 Market Vibrancy Elevate events and activations to drive Market vibrancy and celebrate cultural diversity.	<ul style="list-style-type: none"> Incorporate multicultural celebrations into event program. 	<ul style="list-style-type: none"> Minimum 3 events or activations with multicultural focus per annum.
	<ul style="list-style-type: none"> Manage and promote Producer in Residence stall as an incubator program for a diverse range of new and emerging food businesses. 	<ul style="list-style-type: none"> Producer in Residence occupancy >95% and minimum of 40% new businesses activating PIR. 80% Response to survey by PIR businesses.
	<ul style="list-style-type: none"> Expand weekly program of entertainment into the Market Expansion. 	<ul style="list-style-type: none"> Minimum 100 family entertainment activations per year.
	<ul style="list-style-type: none"> Live music program reviewed and expanded. 	<ul style="list-style-type: none"> Minimum 150 performances per year.
	<ul style="list-style-type: none"> Delivery of Christmas decorations as One Market. 	<ul style="list-style-type: none"> Deliver prior to opening and on budget.
1.2.2 Connected Customer Develop roadmap to connect with customers for entire journey, home to Market to home.	<ul style="list-style-type: none"> Continue to work with CoA to improve car park experience and precinct wayfinding. 	<ul style="list-style-type: none"> Customer Experience survey results.
	<ul style="list-style-type: none"> Grow direct marketing database to 'own' customer data. 	<ul style="list-style-type: none"> Market Lovers database growth 5%.
1.2.3 Customer Service Expand Customer Service Desk offerings.	<ul style="list-style-type: none"> Market Stall staff training and development. Merchandise development. 	<ul style="list-style-type: none"> 100% attendance at CoA courses and Quarterly team meetings. Merchandise gifts ready for launch.



Our Customers

We will keep customer experiences at the heart of all decisions, every day

1.3 DELIVER EXTRAORDINARY CUSTOMER EXPERIENCE

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
1.3.1 In Market Create compelling common areas for customers to play and stay.	<ul style="list-style-type: none"> Build parents room & storeroom subject to FY26/37 CoA Capital works. 	<ul style="list-style-type: none"> Completed project by Q2. Improve accessibility and functionality.
	Placemaking: <ul style="list-style-type: none"> Market Hall Furniture & Playroom Equipment including kids' furniture. Investigate opportunities to add flexible / communal seating, lighting, heating, cooling and greening. Art opportunities: Mural project delivered by launch. 	<ul style="list-style-type: none"> Install by launch.
1.3.2 Unique Experiences Create an enjoyable and unique shopping experience.	<ul style="list-style-type: none"> Events and activations to be reviewed and delivered as per the annual Marketing Plan. Expand on existing school holiday program and Market events (Expansion). 	<ul style="list-style-type: none"> 20 unique traders per annum participate in Market Trail. 90% ticket sales achieved per event. Community Kitchen activated at least 15 times per year.
1.3.3 Online Market Implement continuous improvements including personalised customer engagement journey; delivery and click & collect processes; customer rewards and leveraging online customer insights to address needs.	<ul style="list-style-type: none"> Annual Marketing plan developed and implemented. Investigate potential sale of online program to private entity. Commence the structured wind-down of the program, including communication plan. 	<ul style="list-style-type: none"> Quarterly activity analysis included in GM report. Customer retention over 60%. Traders and customers receive clear timely communications.



Our Traders

We will work with our traders to support them in the delivery of an exceptional shopping experience

2.1 SUPPORT TRADER SUCCESS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>2.1.1 Unique Product</p> <p>Traders to identify unique products and showcase provenance stories.</p>	<ul style="list-style-type: none"> Trader improvement on social media focusing on unique products. Share content with ACMA to enable media and PR opportunities. Work with traders to present vibrant and abundant food displays (Placemaking). 	<ul style="list-style-type: none"> Feature one unique product a month through ACMA social media and Market Lovers newsletter.
<p>2.1.2 Unique Experiences</p> <p>Traders to treat each customer as special, every time and share expert produce knowledge with Customers.</p>	<ul style="list-style-type: none"> Focus on customer service included in trader induction program. 	<ul style="list-style-type: none"> Minimal complaints escalated to ACMA.
<p>2.1.3 Customer Experience</p> <p>Encourage 'story telling' at point of sale, highlighting the stalls history and tradition.</p>	<ul style="list-style-type: none"> Provide traders with an opportunity to spend time with a retail visual merchandiser to identify key areas for improvement, when required. 	<ul style="list-style-type: none"> Positive Trader and customer feedback.
<p>2.1.4 Visitor Revenue</p> <p>Encourage traders to find opportunities to cater for tourists. Promote trader connection with event customers.</p>	<ul style="list-style-type: none"> Include trader in event programs to encourage conversion of event customers to shoppers. 	<ul style="list-style-type: none"> Surveys from Event participation. Trader involvement - Minimum 5 per event.
	<ul style="list-style-type: none"> Support trader after hours events. 	<ul style="list-style-type: none"> 4 traders events supported in kind by up to 20 hours per trader of staff time and promotion support.



Our Traders

We will work with our traders to support them in the delivery of an exceptional shopping experience

2.2 MAINTAIN AND GROW TRADER ADVOCACY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>2.2.1 Trader Skills</p> <p>Support trader engagement in business trends, retail and commercial business skills including marketing training needs as identified by traders.</p>	<ul style="list-style-type: none"> Deliver online module component of the Trader Sustainability Program, guiding traders to make business decisions about food waste, energy efficiency, sustainable purchasing, customer engagement and sustainable fit-out. Induction program for new tenants (general operations) 	<ul style="list-style-type: none"> 90% of new traders and those renewing leases successfully complete the online module.
<p>2.2.2 Profile Leaders</p> <p>Utilise traders as ambassadors for general marketing activity.</p>	<ul style="list-style-type: none"> Create opportunities through ACMA's creative, PR agencies and digital channels Existing traders profiled as mentors for Market Expansion traders. 	<ul style="list-style-type: none"> Min media coverage featuring traders 2 per quarter.



Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.1 ENSURE THE MARKET IS FINANCIALLY SELF SUFFICIENT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.1.1 Financial Work with CoA Finance to update ACMA Long Term Financial Plan. Identify cost efficiencies and revenue generating opportunities.	<ul style="list-style-type: none"> Annual financial results meet budget. 	<ul style="list-style-type: none"> As per budget and business plan. Financially self-sufficient operationally.
	<ul style="list-style-type: none"> Financial audit performed at least once per year. Transition to One Market Marketing Levy. 	
3.1.2 Governance Manage Market and oversight of ACMA Strategic Plan in accordance with Charter, Council's Strategic Plan and Headlease.	<ul style="list-style-type: none"> Implementation of contracts and services through community corporation, including Waste, loading management etc 	<ul style="list-style-type: none"> New waste contractor to be awarded by August 2026.
	<ul style="list-style-type: none"> AGM. 	<ul style="list-style-type: none"> Compliance with Charter.
	<ul style="list-style-type: none"> Administer Board of Management and Committees. Annual Board Performance evaluation. 	<ul style="list-style-type: none"> Governance plan reviewed annually. Min biannual Governance subcommittee meeting.
3.1.3 Lease Revenue Perform annual market rent reviews. Reduce close to open time for stalls during renovations Maintain strong leasing occupancy	<ul style="list-style-type: none"> Regular reporting to CoA CEO and Council. 	<ul style="list-style-type: none"> Quarterly reports on time+ SRIA report.
	<ul style="list-style-type: none"> 10 renewals FY 26/27. 2-4 fit outs (delivered through CoA Infrastructure). Deliver the ME leasing strategy and secure tenancies. 	<ul style="list-style-type: none"> Leasing occupancy across existing market at 96%, Market expansion at 80% tenancies occupied at launch. Total income generated as per budget. Existing fit outs: Reduce close to open time for stalls during renovations: 6 weeks for structural renewals, 4 weeks for fit outs.



Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.2 DELIVER RETAIL & LEASING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>3.2.1 Retail Mix</p> <p>Establish a holistic market review and future strategy to solidify the market as the destination for food and produce. Attract and retain traders.</p>	<ul style="list-style-type: none"> • Continue to contribute significantly to total volume of spend in the city. • Seek options to support and attract fresh produce and fruit and vegetable traders. • Expand Incubator program with short term licences to attract innovative unique or artisanal offers with the view to transition to permanency. 	<ul style="list-style-type: none"> • Deliver Market Expansion Stage 2 Leasing Campaign as per Leasing Strategy. • High satisfaction rate in customer survey (diversity/variety criteria). • Pop-up stall policy completed, with Market Expansion included. • Pop-up stands, fittings and equipment ready for Market Expansion for up to 10% of tenancies.
<p>3.2.2 Fitout Upgrades</p> <p>Develop design and display guidelines for tenancies, Producer in Residence and casual leasing. Encourage tenancy upgrades through incentive program</p>	<ul style="list-style-type: none"> • Work with Market Lane traders to encourage: <ul style="list-style-type: none"> ○ Indoor / outdoor shop-fronts (ie coffee serving window / outdoor cooking). ○ Comfortable and welcoming indoor / outdoor seating (mix of high and low). • Upgrade Producer in Residence Stall. 	<ul style="list-style-type: none"> • Retail Design Guidelines adhered to. • Producer and customer feedback.

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Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.3 DELIVER MARKETING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.3.1 Marketing Purpose Ensure the market is recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market community.	<ul style="list-style-type: none"> Develop an annual comprehensive, multi-channel, cost effective and actionable Marketing Plan. Deliver One Market Communication and Launch campaign, including events 	<ul style="list-style-type: none"> Exceed \$1.5M ASR media coverage. Customer insights and trader feedback. Full allocation of CMMF funds. Reach interstate and international audience.
3.3.2 Tourism Identify opportunities to drive tourist visitations.	<ul style="list-style-type: none"> Collaboration with AEDA and SATC to engage with tourism visitors and operators. Investigate tourism offer and product development. 	<ul style="list-style-type: none"> Collaborate on 2 major city events (ie Illuminate Adelaide, Adelaide Fringe, Tasting Australia, Tour Down Under). Business case delivered to Board in Q3.

3.4 ENSURE THE MARKET REMAINS A SAFE AND SECURE ENVIRONMENT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
3.4.1 Security Maintain market security standards and seek opportunities for improvement.	<ul style="list-style-type: none"> Monitor performance of security provider to contract. Expand contract and security resourcing to market Expansion, including training 	<ul style="list-style-type: none"> Number of incident reports (reported quarterly). Security call outs reduced. Training for staff.
3.4.2 Partnerships Collaborate with CoA to identify security trends in the city.	<ul style="list-style-type: none"> Proactively share security, health and best practice trends. 	<ul style="list-style-type: none"> Attendance CoA Safety and risk Committee meetings - monthly.



Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.5 TREAT TRADERS AS BUSINESS PARTNERS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>3.5.1 Trader Groups</p> <p>Continue to develop representative committee formats to deliver best outcome for market, including traders.</p>	<ul style="list-style-type: none"> Meetings in line with ACMA Charter. Seek regular feedback from traders post events. 	<ul style="list-style-type: none"> Regular TRC meetings and 2 all trader meetings p/a, 2 TRC and Board meeting per year.

3.6 DELIVER BRILLIANT BASICS

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>3.6.1 General Cleanliness</p> <p>Maintain market cleanliness standards and seek opportunities for improvement.</p>	<ul style="list-style-type: none"> Lease inspections upon renewals. Adapt cleaning resources to One Market. 	<ul style="list-style-type: none"> 100% lease inspections completed. 6 big cleans per year.
<p>3.6.2 Brilliant Basics</p> <p>Ensure traders comply with lease conditions including cleaning and waste management, maintenance and repair and pest control.</p>	<ul style="list-style-type: none"> Review Market rules annually. Ongoing weekly inspections and remedial activities undertaken. Actively liaise with traders and ensure compliance. Deliver preventative and reactive (as required) pest control program. 	<ul style="list-style-type: none"> Minimal or no negative customer feedback. Decrease in pest and related feedback. Contractors' compliance with contract conditions.



Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

3.7 FOCUS ON PEOPLE AND CAPABILITY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>3.7.1 Employee Experience</p> <p>Retain and attract key talent. Maintain and grow employee engagement.</p>	<ul style="list-style-type: none"> Performance & Development Conversations (PDC) feedback. 	<ul style="list-style-type: none"> Employee retention. Maintain and grow culture survey results.
<p>3.7.2 Team Capability</p> <p>Develop Workforce Plan for Market Expansion. Embed role and decision clarity.</p>	<ul style="list-style-type: none"> Access to professional development and upskilling. Implement appropriate resourcing to manage increase in service levels. Manage change and transition training for workforce, traders, other key stakeholders. 	<ul style="list-style-type: none"> Employee retention. Market Expansion activities are delivered.



Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

4.1 CONNECT WITH OUR COMMUNITY

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
4.1.1 Reconciliation Action Plan Engage with and recognise the Kaurna community and all First Nations as traditional owners.	<ul style="list-style-type: none"> Deliver market initiatives from CoA Reconciliation Action Plan (RAP). 	<ul style="list-style-type: none"> Deliver market activations and initiatives to meet or exceed RAP actions. Meet biannually with CoA Reconciliation Officer.
	<ul style="list-style-type: none"> Explore opportunity for an Arts and Culture for Market Expansion 	<ul style="list-style-type: none"> Scoping in Q1.
4.1.2 Community Engagement Plan Connect with the broader community to ensure the market continues to be inclusive and welcoming to all.	<ul style="list-style-type: none"> Progress Placemaking plan. Explore collaborations with Market Square stakeholders 	<ul style="list-style-type: none"> Develop and deliver initiatives from annual Community Engagement Plan. Placemaking Plan progresses. Media opportunities with Market Square.
4.1.3 Sustainability Strategy Encourage socially responsible and sustainable initiatives and measures to support our local businesses, traders and customers.	<ul style="list-style-type: none"> Implement Sustainability Strategy 2024-27. Complete Trader Sustainability Program in accordance with the GISA Leap Grant. 	<ul style="list-style-type: none"> Deliver at least 6 actions from the Sustainability Strategy. Allocation of grant funding.
4.1.4 Education Programs Enhance connection with education providers and schools.	<ul style="list-style-type: none"> Continue education program/resources. 	<ul style="list-style-type: none"> Number of student visitations: 7000+.



Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

4.2 CONTRIBUTE TO THE WIDER MARKET PRECINCT

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>4.2.2 Collaboration</p> <p>Foster collaboration with a focus on innovation and community engagement.</p>	<ul style="list-style-type: none"> Ongoing participation at precinct meetings and other meetings. Provide Market updates and information to key stakeholders as relevant. Support precinct initiatives and events when aligned. Provide advocacy through the delivery of Gouger Street upgrade project. 	<ul style="list-style-type: none"> Meeting attendance. Lunar New Year & Christmas support and collaboration. Inclusion of district initiatives in Community Plan.
<p>4.2.3 Street Presence</p> <p>ACMA to explore opportunities to create on street signage including CBD to Market and approaching streets.</p>	<ul style="list-style-type: none"> Deliver new Market Facade signage on Grote, Laneway and Gouger St. 	<ul style="list-style-type: none"> Increase brand visibility. Signage installed by opening.
<p>4.2.4 Activate Frontages</p> <p>Encourage traders to activate Gouger and Grote Street frontages.</p>	<ul style="list-style-type: none"> Laneway activation (nighttime) plan developed and progressed. 	<ul style="list-style-type: none"> At least one activation integrated into event program.



Our Market

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders

5.1 ENSURE QUALITY OUTCOMES FOR OUR MARKET

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>5.1.1 Customer Amenities</p> <p>Deliver solutions to make it easier for customers to utilise and navigate the Market.</p>	<ul style="list-style-type: none"> Wayfinding delivered included full replacement of existing Market's assets. Market customer experience team presence in Market Hall between launch and Christmas. Delivery of Market preparedness projects such as bin housing system and casual mall furniture. 	<ul style="list-style-type: none"> Positive Customer feedback. Bins operational by launch.
<p>5.1.2 Operational Requirements</p> <p>Provide 'fit for purpose' spaces.</p>	<ul style="list-style-type: none"> Operational preparedness and transition for Market Expansion. Deliver additional storage areas to ensure operational capabilities and efficiencies for traders, including at Christmas. Advocacy to secure sufficient ongoing loading zones on Grote and Gouger St. 	<ul style="list-style-type: none"> Design/install Dry / Cool storage level one delivered (<i>subject to CoA Funding</i>). Operational preparedness projects delivered by opening. Minimum standard: Street loading capacity is same as before construction or better.
<p>5.1.3 Car Parking</p> <p>Improve the customers car parking experience.</p>	<ul style="list-style-type: none"> Management of Cat 1 and lessor requests. Deliver Tenancy Coordination for new tenancies. Delivery of Retail Design Manager Services for new tenancies. 	<ul style="list-style-type: none"> Advocacy and collaboration with CoA UPark to complete wayfinding project and Navigating system project, minimising disruption to trade. Minimal reports of disruption to trade and customers. Monitor and report on customer experience surveys during and following implementation.
<p>5.1.4 Market Expansion-Construction Phase</p> <p>Maintain market vibrancy and business as usual trading for customers and traders throughout construction.</p>	<ul style="list-style-type: none"> Advocate for traders and customers throughout all project phases. Implement communications strategy including stakeholder and community relations. In collaboration with CoA, plan and manage Market Expansion fit out period with site and street access complexities. 	<ul style="list-style-type: none"> Tenants secured for Market Expansion. Min weekly meetings with CoA Project Manager and/or Builder. All potential disruptions communicated in advance to traders.



Our Market

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders

5.2 REVIEW TECHNOLOGY SYSTEMS TO INFORM DECISION MAKING

Initiatives (as per Strategic Plan 2023/28)	Actions/Milestones	Measures
<p>5.2.1 Business Systems</p> <p>Implement improved technology to streamline practices and create highest levels of efficiency as possible.</p>	<ul style="list-style-type: none"> • Transition to loading dock and relevant training • Transition all business systems in lead up to Expansion (BMS, security, access control, vehicle permits, CCTV etc.). • Expand people counters for the Market Expansion. • New PA system installed. 	<ul style="list-style-type: none"> • Automated processes for resource and time efficiencies. • All business systems transitioned by opening.



Adelaide Central Market Authority

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Budget
2026/27



Adelaide Central
Market Authority

Budget

ACMA is in a transitional phase, preparing for One Market which will result in an expanded retail footprint, significant additional leasing revenue and efficiencies of scale for operations.

The ACMA Budget has been built from zero-base to ensure efficient delivery of actions outlined in the proposed ACMA Business Plan. This financial year begins the transition into One Market, the budget is built to ease the transition and set the Market for success by increasing visitation and growing customer experience. In parallel, it combines the requirement to invest in future operations and revenue generating activities and support Traders in this change.

The budget received ACMA Board approval on 3 March 2026 for submission to Council, as a draft budget for consultation purposes.

Assumptions

- ACMA Management Team 16 FTE, with provision for One Market resourcing: 8 ongoing, 2 fixed terms (equates to 1.84% of the City of Adelaide's total FTE count).
- Market Expansion Leasing at 80% with provisions for pop-ups.
- Increase in staffing costs associated with Sunday Trade requirements.
- Central Market Marketing Fund changes (reduction from 13% to 8%) with continued level of marketing activity.



Finance Summary 2026/27

Strategic Projects

- Adelaide Central Market Expansion Operational Readiness - \$2.265m
- Market Expansion Art Project (Internal Spaces) - \$100k
- Market Expansion Technical Services & Site Management - \$295k

Capital New and Upgrade Projects

- Market Expansion Capital Works - Ground Floor - \$333k*

Renewal Expenditure - part of Buildings Asset Management Plan

- Market Floor Tenant Stall Renewal + Design
- Roof sheeting Replacement (construction) + Solar
- Eastern Roadway Asphalt
- Sliding Gate Replacement
- Carpark Exhaust Fan
- Installation of Automatic Exhaust System
- Lighting Control
- Basement Scissor Lift
- Switchboard Renewal (Marino Meat and Food Store)

Total \$7.096m



Budget 2026/27

	2025/26 Q3 Budget					2026/27			
	\$'000	FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue		-	5,584	-	5,584	-	8,305	-	8,305
Employee Costs		9.8	-	(1,776)	(1,776)	10.9	-	(2,090)	(2,090)
Materials*		-	-	(4,400)	(4,400)	-	-	(6,899)	(6,899)
Depreciation		-	-	(42)	(42)	-	-	(38)	(38)
Finance Costs		-	-	(3)	(3)	-	-	(1)	(1)
TOTAL		9.8	5,584	(6,221)	(637)	10.9	8,305	(9,028)	(723)
Activity View									
ACMA Operations		6.8	5,497	(5,388)	109	10.9	8,230	(8,819)	(589)
Market Expansion		3.0	-	(600)	(600)	-	-	-	-
Online Market Platform		-	87	(233)	(146)	-	75	(209)	(134)
TOTAL		9.8	5,584	(6,221)	(637)	10.9	8,305	(9,028)	(723)

* materials, contracts and other expenses



Budget 2026/27

	2025/26 Q3 Budget						2026/27				
	\$'000	FTE	Inc.	Emp.	Ext.	Total(N)	FTE	Inc.	Emp.	Ext.	Total(N)
Strategic Projects											
ACMA Traders Sustainability Program Stage 2	-	-	50	-	(50)	-	-	-	-	-	-
Adelaide Central Market Expansion Operational Preparedness	-	-	-	-	(859)	(859)	2.0	-	(217)	(2,048)	(2,265)
Market Expansion Art Project (Internal Spaces)	-	-	-	-	-	-	-	-	-	(100)	(100)
Market Expansion Technical Services & Site Management	-	-	-	-	(80)	(80)	-	-	-	(295)	(295)
TOTAL	-	-	50	-	(989)	(939)	2.0	-	(217)	(2,443)	(2,660)



Budget 2026/27

	\$'000	Past FY(s) Budget	2026/27 Budget		WoP Budget
			New and Upgrade	Delivery Costs	
Capital New and Upgrade Projects					
Market Expansion Capital Works - Ground Floor*		762	280	53	1,095
TOTAL		762	280	53	1,095

* some/all budget retimed from a previous financial year budget

- Past FY(s) Budget** Expenditure on projects that occurred in previous financial years up to 2026/27.
Actual spend for financial years prior to 2025/26 and budgeted allocation for 2025/26, inclusive of project delivery cost incurred against each project.
- New and Upgrade** 2026/27 New and Upgrade budget component.
- Delivery Costs** Costs associated with the delivery of a project, such as staff time.
- WoP Budget** Whole of Project cost which is the anticipated budget required to deliver the entire project, regardless of financial year project delivered in.
Inclusive of project delivery cost incurred against each project. Project delivery cost forecasts are not included per project beyond 2026/27.



AEDA

Business Plan & Budget

FY 2026/27



Acknowledgment of Country

Adelaide Economic Development Agency tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi). Kurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta, ngadlu tampinhi. Yalaka Kurna miyurna ithu yailtya, tapa purruna, yarta, kawi, ngayirda kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi. Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinhi.

The Adelaide Economic Development Agency acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

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Adelaide Economic Development Agency (AEDA)

The Adelaide Economic Development Agency Charter identifies the objectives and purposes of the Agency as:

- To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- To promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community.
- To position the Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability.
- To ensure that the Agency operates within the terms of its Charter and the Council's Strategic Plan.

AEDA's functions include:

- Work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties.
- Position the City of Adelaide as an attractive investment opportunity for commercial and residential property development.
- Support the growth and development of existing businesses and attract new businesses, industries and entrepreneurs to the City of Adelaide.
- Promote and market the City of Adelaide to local, interstate and international visitors and investors.
- Position and promote the City of Adelaide as Australia's premier festival and event destination, with the aim of increasing visitation and investment.
- Attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions.
- Activate, promote and market Rundle Mall.
- Promote and develop mainstreet precincts as commercial hubs of economic, cultural and social significance.

The agency operates within the geographic boundary of the City of Adelaide but, reflecting Adelaide's capital city role, collaborates with organisations from outside this area on programs that deliver mutual benefit. The Rundle Mall Levy is spent on marketing and activating the area bounded by North Terrace, King William Street, Grenfell Street and Pulteney Street.

This Business Plan and Budget identifies AEDA's priorities in 2026/27 and addresses the Agency's obligations under section 6.2 of the AEDA Charter to produce an annual business plan and budget for the ensuing financial year.

The Board

AEDA is a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*, and in all things acts through the Board. The Board has responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the *Local Government Act 1999* and the AEDA Charter.

The AEDA Board oversees the business of the Agency. The skills-based Board includes expertise and experience across the hospitality, property development, placemaking, business development, investment, events and tourism sectors. Council is represented on the Board by the Lord Mayor.



Steve Maras (Chair)



Jim Kouts (Deputy Chair)



Dr Jane Lomax-Smith AM (Lord Mayor)



Jaimee Charlton



Denise von Wald



Emma Kardachi



James Black



Tim Last



Dr Michelle Perugini

The work of the Board is supported by an Advisory Committee that provides a two-way mechanism for city businesses, mainstreet associations and other stakeholders to exchange information and raise matters that are within AEDA's functions and powers. Current Advisory Committee Members are Jasmin Ilic (Chair), Angela Maglieri, James Black, Mirella Romano, Paula Mifsud and Nikki Hamdorf (Precinct groups representative).

Structure and Funding of the Agency

The Agency consists of 31.6 FTEs led by a General Manager. Three senior staff members report to the General Manager with respective responsibilities for marketing and visitor economy, Rundle Mall and business growth, investment attraction and event sponsorship.

AEDA is funded through an appropriation from the City of Adelaide, and from funds raised through the Rundle Mall Differential Separate Rate. The rate is levied by Council on ratable land in the Rundle Mall Precinct. Funds from the separate rate will be expended specifically and only to support the delivery of the marketing plan, actions and operation of the Rundle Mall Precinct and not the broader city.

Economic Outlook

The City of Adelaide's economy has continued to demonstrate resilience as South Australia's primary centre for business, higher education, innovation, cultural institutions, hospitality, retail and major events.

The number of businesses and people working in the city has continued to grow. Hotel occupancy is strong. However there are challenging headwinds. Cost of living pressures continue. The conflict in the Middle East has resulted in sharply higher fuel prices, which, if sustained, will add to inflation placing upward pressure on interest rates, as well as leading to calls to increase the level of working from home activity.

A significant pipeline of construction activity is set to shape the City of Adelaide across 2026/27. Several landmark projects will be completed while new developments commence, supporting both short-term activity and long-term precinct renewal.

Major projects include:

- Five new hotels completed or underway: Veriu Adelaide, Crystalbrook Sam, Treehouse Hotel at Market Square, Little National Hotel and Oakwood Premier.
- The Lot Fourteen Innovation Centre, reinforcing Adelaide's reputation as a growing national hub for space, defence, AI and research.
- The new Women's and Children's Hospital, one of the state's most significant long-term health infrastructure commitments.
- Mainstreet upgrades improving amenity and vibrancy and essential infrastructure upgrades to key visitor precincts. Noting short-term foot traffic, communication and business expectations will need to be closely managed.
- The Adelaide Central Market Arcade redevelopment transitioning into operational stages, providing new retail, commercial and hospitality opportunities.

- Several residential projects, including student accommodation.

Together, these projects will attract construction workers, stimulate surrounding retail/hospitality trade, and deliver upgraded precincts that enhance the city's competitiveness.

Macroeconomic Landscape

The macroeconomic landscape has changed since the end of 2025. The conflict in the Middle East impacting fuel prices, upward pressure on inflation, an environment in which interest rates are more likely to rise than fall have created a more volatile economic environment. This is being reflected in surveys of business and consumer confidence. This places continued pressure on discretionary spending, potentially slowing demand in retail, hospitality, events and the night time economy.

However, South Australia's broader economic fundamentals remain relatively strong. State Final Demand growth has been among the highest in the country, supported by business investment, dwelling construction and strong labour market participation. Employment remains near historic highs, which supports daytime city visitation and workforce activity.

Continuing momentum around AUKUS and defence investment is a major economic driver. Increased funding and associated private-sector activity are expected to stimulate growth across defence technology, advanced manufacturing, cyber, engineering and professional services — sectors heavily concentrated in the CBD. This presents significant opportunity for spillover economic activity, collaboration and high-skilled employment.

Visitor Economy

Adelaide has transitioned into a premier global destination, with new air routes, new events, new hotels and greater awareness of what the city has to offer. With all pre-pandemic international air routes restored and new direct links opening to hubs like San Francisco, Shanghai and Guangzhou, inbound aviation capacity has increased by 32%, bringing opportunity for new inbound markets to South Australia. This infrastructure supports a high-yield visitor profile, driving CBD hotel revenue to record highs (exceeding \$100 million per quarter) and fuelling the demand for new luxury stays.

Major events, festivals and conventions remain critical drivers of visitation and spend, with the calendar delivering a year-round engine of growth. High-impact anchors like AFL Gather Round, LIV Golf and the Adelaide Festival (which recently saw a 40% jump in interstate/international visitors) are complemented by a booming business events sector. With delegates spending an average of \$1,600 per visit, Adelaide is strategically positioned to maximise the economic returns of a globally connected, modern tourism landscape.

The moderating influences are uncertainty regarding the Middle East situation on people's desire to travel internationally and cost of living pressures impacting people's decisions to travel domestically.

Business and Workforce Growth

Adelaide continues to experience steady growth in both business numbers and jobs located in the city.

A broader trend is emerging within professional services, tech firms and corporate offices who are increasingly choosing CBD locations for talent attraction/retention. This is expanding Adelaide's high-skilled workforce and reinforcing the role of the city as the state's economic centre.

However, within the current environment, working from home is being promoted by various organisations as a tool to manage cost and energy pressures. This raises concerns about an impact on economic activity levels within the City of Adelaide.

Population growth continues to be a major contributor to Adelaide's economic performance. Net overseas migration remains strong, supported by Australia's relative attractiveness and labour market opportunities, and South Australia's rising profile as a lifestyle-oriented state. Adelaide is receiving increasing numbers of skilled migrants and working holiday makers, both of which are key to supporting labour supply in hospitality, health, construction and professional services.

International student arrivals remain a significant driver of economic activity in the city. Adelaide's universities and vocational providers continue to attract students from Asia, South Asia and Europe, with enrolments rebounding strongly post-pandemic. These students contribute directly through tuition and living expenditure, but also indirectly by supporting city vibrancy, public transport use, hospitality demand and long-term workforce pipelines. The return of international students has strengthened daytime and evening economies and reinforced Adelaide's position as an education city.

Population and student growth, however, continue to place pressure on housing supply. While new apartment developments are in train, demand has outpaced supply across both Greater Adelaide and the City of Adelaide. Rising rent levels, low vacancy rates and cost pressures highlight the need for ongoing investment in residential development. Rental vacancy rates have eased, although remain at historic lows.

However, for the first time since the Covid recovery the State has seen a fall in international student commencements raising from federal government policy tightening, visa approval rates falling, a contraction in the vocational education and training and English-language sectors and higher costs.

Workforce policies to address the staffing challenges resulting from major projects, an ageing population and a robust economy will be important.

Future Outlook

The City of Adelaide, like other capital cities saw subdued growth in 2024/25 and 2025/26, as consumer spending softened under the backdrop of high inflation and interest rates. Cautious discretionary spending could continue into 2026/27.

Public and private investment, strong labour market conditions, visitor demand and large-scale developments will underpin growth. Key risks include persistent inflation, global uncertainty, and pressures on housing supply.

However, the city's growing economic diversification particularly in construction, professional services, research, technology, health and higher education provides a strong platform for sustained, long-term economic resilience.

State of the City Snapshot

<p><i>Gross Regional Product</i></p> <p>Total as of 2025 YE June</p> <p>\$28.2bn</p>	<p>0.04%*</p> <p>Annual Growth</p> <hr/> <p>Source: National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id (informed decisions)</p>
<p><i>Consumer Expenditure</i></p> <p>Total as of 2025 YE December</p> <p>\$4.25bn</p>	<p>2.0%</p> <p>Annual Growth</p> <hr/> <p>Source: Spendmapp by Geografia</p>
<p><i>Registered Businesses</i></p> <p>Total as of 2025 YE December</p> <p>12,975</p>	<p>2.0%</p> <p>Annual Growth</p> <hr/> <p>257 more businesses than 2024 Source: Australian Bureau of Statistics</p>
<p><i>Workforce</i></p> <p>Total as of 2025 YE June</p> <p>174,945</p>	<p>-0.5%*</p> <p>Annual Growth</p> <hr/> <p>National Institute of Economic and Industry Research. Compiled and presented in economy.id by .id.</p>
<p><i>Residential Population</i></p> <p>Est. Resident Population as of 2025 YE June</p> <p>30,173</p>	<p>Source: Australian Bureau of Statistics</p>
<p><i>International Students</i></p> <p>Enrolments State-wide as of December 2025</p> <p>57,327</p>	<p>26,024</p> <p>Commencements</p> <hr/> <p>Source: StudyAdelaide</p>

Office Vacancy Rates	As of January 2026	Declined from 16.4% in Jan 2025 Total stock (sqm): 1,593,215 Total occupied (sqm): 1,345,955 Net absorption (sqm): 33,023 (past 12 months) Net absorption (sqm): 10,697 (past 6 months)
	15.5%	Source: Property Council of Australia

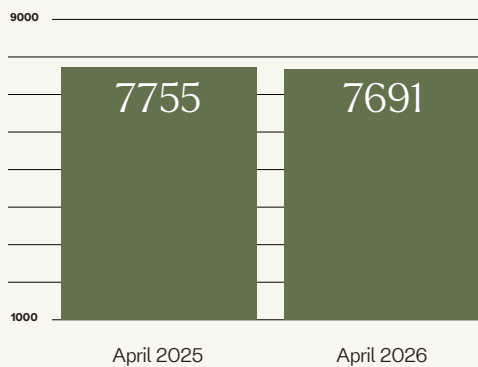
Residential Vacancy Rates	As of April 2026 (Adelaide & North Adelaide)	
	1.8%	Source: SQM

Mainstreet Shop Vacancy	As of January 2026	Declined from 9.1% in October 2025 Source: AEDA Mainstreet Audit
	8.95%	

As of April 2026, there are 1,279 hotel accommodation rooms currently under construction in the City of Adelaide.

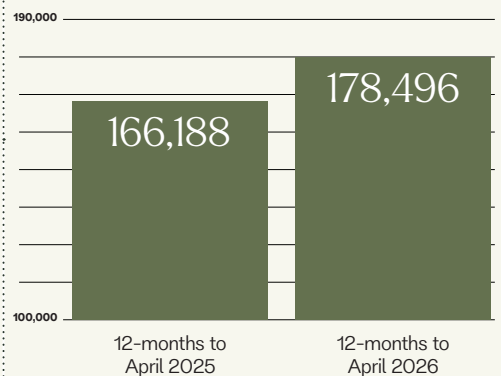
Change in room supply YoY as of April 2026

-0.8%



Change in room demand 12 months to April 2026

7.4%



**Hotel
Occupancy
Rates**

Room supply is relatively stable, reflecting rooms not available to booking due to refurbishments

Demand for rooms rose 7.4%

AEDA Strategic Plan 2024/25 to 2028/29

The AEDA Board adopted the *AEDA Strategic Plan FY 2024/25 – 2028/29* at its meeting in October 2024. The Plan articulates the approach the Agency will adopt in responding to its obligations under its Charter and the responsibilities assigned to it in the *City of Adelaide Strategic Plan 2024 – 2028 and Economic Development Strategy 2024 – 2028*.

The Plan seeks to align, where possible, the measurements identified in the *City of Adelaide's Strategic Plan and Economic Development Strategy* to the goals of the Agency. To ensure alignment, this practice will continue to be applied to this business plan, noting many of the measures adopted by Council are significantly influenced by external factors and macroeconomic conditions.

The *2026/27 Business Plan* is structured around the following pillars and goals set out in the *Strategic Plan*.

1. Activate Rundle Mall and Precincts

Goals

1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.
2. Rundle Mall evolves and regenerates with new capital investment.
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.

2. City Brand and Marketing

Goals

1. The Adelaide brand clearly articulates what makes our city distinctive, and this brand position underpins all of AEDA's marketing activity.
2. City stakeholders actively participate in marketing campaigns.
3. Visitors to Adelaide and residents can easily discover what's on across the city.
4. Knowledge of Adelaide as a place to invest and grow a business is increased.
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.

3. Growing the Visitor Economy

Goals

1. Adelaide is viewed as an increasingly desirable place to visit.
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.

4. Investment and Business Growth

Goals

1. Growth in industry sectors that build on and extend the city's economic strengths.
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.
3. Businesses are supported to grow.
4. Data and insights deliver useful information to city businesses and prospective investors.
5. Adelaide's reputation as a centre for health and education is strengthened.

5. Governance and Operations

Goals

1. Effective and transparent governance, reporting and processes.
2. Establish an approach to funding that supports multi-year forward planning.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.
4. AEDA is seen as a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.



Image credit: South Australian Tourism Commission

2026/27

Business Plan Overview

This Business Plan identifies the services and programs the organisation will deliver in 2026/27 to progress the delivery of its Strategic Plan. Priorities for 2026/27 identified by the Board include:

- Marketing and promoting the city with a consistent brand that underpins AEDA's marketing activities, supporting investment, and visitor attraction.
- Ensuring people visiting Adelaide receive advice and information that exceeds their expectations, both on the digital platform and in the new Visitor Experience Centre.
- Delivering a structured approach to investment attraction that identifies short-term opportunities to support organisations to relocate into the city or grow in situ, as well as focusing on the sectors that will underpin long-term economic growth. These include defence and space, health and medical, the data economy and tourism.
- Capitalising on Rundle Mall's 50th anniversary. The anniversary represents a pivotal moment to:
 - Reinforce Rundle Mall's position as the state's most important retail destination.
 - Reinvigorate public perception of the Mall as a place of innovation, inclusion and shared identity.
 - Create new emotional and cultural touchpoints that connect past, present and future generations.

The Agency will continue to deliver the following Operating Activities:

- Delivery of ADL Fashion Week.
- Collection, analysis and dissemination of economic data and information about the city.
- Provision of grants to precinct groups through the Mainstreet Development Program.
- Management of Strategic Partnerships Program, providing funding support to Renew Adelaide, Study Adelaide, Business Events Adelaide, MTPConnect, Festival City Adelaide and ThinLab.
- Management of the Events and Festivals Sponsorship Program providing funding support to Illuminate Adelaide, SALA Festival, Nature Festival, Adelaide Film Festival, OzAsia Festival, Feast Festival, National Pharmacies Christmas Pageant, bp Adelaide Grand Final, St John Carols by Candlelight, Adelaide International, Adelaide Festival, Adelaide Fringe, Santos Tour Down Under, WOMADelaide, Tasting Australia, Adelaide Cabaret Festival, the Adelaide Equestrian Festival, Gather in the Garden, the AGSA Winter Art Series and DreamBIG Children's Festival.
- General operating activities in business growth/support, marketing and visitor growth to deliver the functions outlined in this business plan.

The Agency will deliver the following Strategic Projects:

- Rundle Mall 50th anniversary
- Investment attraction
- City Brand implementation
- Small Business program



Activate Rundle Mall and Precincts

Rundle Mall, the state’s premier retail and commercial shopping Precinct, energises city life and enriches the Adelaide experience.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<p>1. Rundle Mall strengthens its reputation as the state’s premier shopping Precinct and evolving entertainment and dining destination to increase visitation and spend.</p>	<ol style="list-style-type: none"> 1. Curate a calendar of events, festivals, activations and PR moments that celebrate Rundle Mall’s 50th anniversary, honouring its history and heritage, highlighting its role in South Australia’s social life, and showcasing its lasting legacy as the beating heart and town square of Adelaide. 2. Continue implementation of the Rundle Mall Christmas Strategy. 3. Become a ‘cultural stage’: host significant cultural moments. Build Rundle Mall into a communal gathering place, building associations of being a memory-maker, and a modern-day town square. 4. Deliver retail campaigns and experiential activations that elevate Rundle Mall’s reputation as South Australia’s premier shopping and entertainment Precinct.
<p>2. Rundle Mall evolves and regenerates with new capital investment.</p>	<ol style="list-style-type: none"> 1. Advocate for the continuation of the Rundle Mall laneway strategy with the upgrade of Twin Street into an enhanced pedestrian-friendly shared zone connecting major transport links on Grenfell Street to Rundle Mall. 2. Trial a semi-permanent dining and food activation zone that hosts unique pop-up restaurant experiences—partnering with top food operators, chefs and brand partners to deliver themed events and test new culinary concepts.
<p>3. AEDA’s relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.</p>	<ol style="list-style-type: none"> 1. Champion initiatives and advocate for policy directions that protect and enhance the retail environment, support trader viability, and strengthen the economic performance of the Precinct, ensuring the needs and interests of Rundle Mall businesses are consistently represented. 2. Develop a comprehensive brand and retailer engagement program to elevate the Rundle Mall experience by expanding strategic partnerships and attracting pop-ups, activations and new tenants, particularly in hard-to-fill and emerging retail categories.
<p>4. Adelaide’s destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.</p>	<ol style="list-style-type: none"> 1. Identify and pursue retail experiences that appeal to young people and create a point of difference with Adelaide’s suburban offerings. 2. Deliver ADL Fashion Week. 3. Action specific outcomes of the CoA Precinct/Placemaking review (subject to direction of Council).

2026/27 Operational Measures

AEDA Strategic Plan Measures

Total expenditure in Rundle Mall grows by at least 3%.

Increase in spending across the city.

CoA Strategic Plan

Greater alignment with desired brand reputation for Rundle Mall.

Rundle Mall visitation remains above 52 million.

Deliver semi-permanent dining zone in Rundle Mall.

\$150 million of capital investment committed to in the Precinct.

AEDA KPI

Three new major brand partnerships.

Improvement to Rundle Mall Business Sentiment.

Concession income exceeds budget.

AEDA KPI

ADL Fashion Week delivered.

Increase foot traffic in key and emerging precinct year on year by 1.5%.

CoA Economic Development Strategy

City Brand and Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<p>1. The Adelaide brand clearly articulates what makes our city distinctive, and this brand position underpins all AEDA’s marketing activity.</p>	<ol style="list-style-type: none"> 1. Work with precincts to boost their identity and find ways to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand. 2. Reinforce the position of Adelaide as the State’s Central Business District and amplify Adelaide’s reputation as a place to learn, work and start a business by delivering a coordinated B2B marketing campaign that amplifies Adelaide as Australia’s Innovation City, through the use of a consistent value proposition in marketing content and an ongoing partnership with Study Adelaide. 3. Implementation of the Adelaide brand through a 12-month program of initiatives comprising a flagship city campaign and updated brand guidelines and toolkit.
<p>2. City stakeholders actively participate in marketing campaigns.</p>	<ol style="list-style-type: none"> 1. Regular programmed engagement with stakeholders on the latest marketing activity results, and upcoming plans so they can participate and support where relevant. 2. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion).
<p>3. Visitors to Adelaide and residents can easily discover what’s on across the city.</p>	<ol style="list-style-type: none"> 1. Deliver marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the city’s reputation as a retail, cultural, activity and entertainment centre. 2. Provide comprehensive information on events and activities occurring in Adelaide with a significant focus on the new Visitor Experience Centre. 3. Promote the new itinerary builder tool to provide prospective visitors and visitors in-destination, highlighting the breadth of activities in Adelaide to increase likelihood of a visit and extend stay.
<p>4. Knowledge of Adelaide as a place to invest and grow a business is increased.</p>	<ol style="list-style-type: none"> 1. Strategically target prospective investors or firms, across key sectors, to educate them about the strengths of Adelaide as an investment destination.
<p>5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.</p>	<ol style="list-style-type: none"> 1. Implement a corporate communications strategy to increase the profile of AEDA and generate a greater awareness of how existing and new businesses in the city can utilise our services. 2. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA.

2026/27 Operational Measures

AEDA Strategic Plan Measures

Launch new Adelaide brand marketing campaign.
Communications tracking results exceed average benchmarks for Intention and Appealing metrics.

Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10 (currently 6.39).
AEDA KPI

Produce and share a half yearly marketing report for industry.
Establish a co-operative marketing mechanism enabling businesses to participate in campaigns.

Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities.
CoA Strategic Plan

Achieve 10,000 itinerary interactions in the first year and 15% conversion rate from itinerary views to further site exploration.

Increase in foot traffic in key and emerging precincts annually in line with the Council's *Economic Development Strategy*.
CoA Strategic Plan

Produce and strategically distribute an updated investment prospectus.

Increase the number of new businesses and investment in the city.
CoA Strategic Plan

Increase of AEDA brand awareness by 5% (currently 38%).

Improvement to AEDA Brand Sentiment.
AEDA KPI

Growing the Visitor Economy

Visitors have an enjoyable, vibrant and dynamic city experience so they return and become advocates for Adelaide as a great place to visit.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<p>1. Adelaide is viewed as an increasingly desirable place to visit.</p>	<ol style="list-style-type: none"> 1. Establish a prospectus for nation-leading tourism investment opportunities that strengthen Adelaide's year-round appeal to visitors. 2. Undertake destination marketing on behalf of city operators through trade activity, supporting Adelaide's visibility and desirability in priority markets. 3. Ensure the Experience Adelaide website, e-marketing and social media channels provide equitable promotion of each content pillar (Attractions & Experiences, What's On, Eat & Drink, Trip Planning, Shopping), and each city neighbourhood.
<p>2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.</p>	<ol style="list-style-type: none"> 1. Support delivery of events and festivals through the Events and Festivals Sponsorship Program. 2. Support and build the capability of city businesses to develop new bookable products and experiences.
<p>3. Comprehensive information is provided to visitors on things to see and do in Adelaide.</p>	<ol style="list-style-type: none"> 1. Position the new Visitor Experience Centre as both a trusted information hub and a compelling attraction in its own right, inspiring visitors to explore more of the city before, during and beyond their stay. 2. Maintain and grow customer satisfaction with Visitor Information Services. 3. Collaborate with Business Events Adelaide and city businesses to deliver coordinated visitor and delegate welcoming initiatives which highlight experiences and events across the city.
<p>4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.</p>	<ol style="list-style-type: none"> 1. Establish a governance framework with the South Australian Tourism Commission (SATC) and metropolitan councils, and operationalise the Destination Management Plan roll out for the Greater Adelaide region. 2. Deliver visitor economy information that provides insights to tourism operators and potential investors via face-to-face forums and customised data.

2026/27 Operational Measures

AEDA Strategic Plan Measures

Generate investment leads for tourism product development opportunities.

Attend at least two key tourism trade events with appointments held with at least 80 inbound tourism operators.

Support at least 20 events and festivals through the Events and Festivals Sponsorship Program.

Work with existing firms and new city businesses to develop at least 10 bookable experiences.

Increase to 90,000 visitor interactions and provision of information through AEDA visitor information services (currently around 45,000).

Exceed Net Promoter Score (NPS) of +80 for visitors interacting with AEDA Visitor Information Services (currently 79).

Deliver visitor welcoming initiatives for at least 20 business events and 10 cruises.

Complete at least one pilot project aligned with the Greater Adelaide Destination Management Plan.

Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.

CoA Economic Development Strategy

An enhanced year-round event calendar, with experiences found throughout the city.

Grow as Australia's Festival Capital.

Grow the number and scale of business events hosted each year.

Grow the number of 4- and 5-star, and boutique hotel beds, to support international visitors.

Increase the number of airport arrivals and demand for city accommodation compared to 2024.

CoA Economic Development Strategy

Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.

CoA Economic Development Strategy

Deliver economic data and insights to our business community.

CoA Strategic Plan

Investment and Business Growth

An environment that attracts investment, supports emerging businesses and existing businesses to grow and increases the city's population.

AEDA Strategic Plan Goal	2026/27 Proposed Actions
<p>1. Growth in industry sectors that build on and extend the City's economic strengths.</p>	<ol style="list-style-type: none"> 1. Identify and target companies with the potential to establish, or grow, a city presence by: <ul style="list-style-type: none"> • Collaborating with State Government on initiatives to attract inbound investment. • Delivering initiatives that connect and grow Adelaide's strategic sector clusters through co-created events and workshops with innovation hubs, research institutions, and anchor industry partners. • Directly targeting firms in industries that are large occupiers of commercial office space that can either expand or relocate into the city (business/professional/financial services). • Working with city-based firms to support their growth. • Proactively seeking new investment opportunities including retail brands, tourism and professional services. • Assisting companies with their due diligence on investing in the city by providing data, information and customised property searches. 2. Work with institutional investors and developers to identify opportunities to increase the residential product mix in the City.
<p>2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.</p>	<ol style="list-style-type: none"> 1. Support and promote precinct level activity to increase visitation and spend across the City of Adelaide. 2. Continue to invest in a program of events, festivals, activities and marketing that increases the number of people coming into the city, thereby increasing demand for retail and hospitality sectors. 3. Continue funding for Renew Adelaide to activate vacant shopfronts.
<p>3. Businesses are supported to grow.</p>	<ol style="list-style-type: none"> 1. Build on arrangements with organisations funded through the Strategic Partnerships Program to increase the number of students, leverage business events and business visitors, support a culture of entrepreneurship, activate vacant shopfronts and commercial spaces, enhance Adelaide's festival sector, and foster business growth. 2. Support emerging and small businesses to scale through initiatives that support business growth. 3. Support city businesses to adopt, embrace and leverage digital transformation opportunities by delivering an Artificial Intelligence program via AEDA's partnership with the National AI Centre and the Australian Institute for Machine Learning (AIML). 4. Deliver a highly creative 'Bring Your Business to Adelaide' marketing campaign targeting metropolitan Adelaide and nearby semi-regional markets to promote the city's 32 co-working spaces, showcase AEDA's tenancy and business support services, and leverage economic data and insights to attract investment and drive business growth.
<p>4. Data and insights deliver useful information to city businesses and prospective investors.</p>	<ol style="list-style-type: none"> 1. Design and deliver industry briefings regarding city data and trending topics of value to city businesses. 2. Disseminate relevant and timely data and insights to stakeholders.
<p>5. Adelaide's reputation as a centre for health and education is strengthened.</p>	<ol style="list-style-type: none"> 1. Work with the biomedical sector to identify and progress opportunities. 2. Work with innovation places to increase the value proposition that Adelaide provides for entrepreneurs, the creative sector and technology-based businesses. 3. Progress activity with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the city's to enhance the city's role as the capital city and central business district.

2026/27 Operational Measures

AEDA Strategic Plan Measures

Work with at least 80 inbound/expanding companies, with an aim to identify an additional 2,100 new city-based jobs.

Deliver two co-created events and workshops with partners.

Work with Council and the development sector to facilitate/support an additional three residential developments in the city.

Increase city contribution to Gross State Product.

Grow the proportion of workers in emerging industry sectors.

Increase the number of new businesses and investment in the city.

CoA Economic Development Strategy

Work with partners and operators to deliver a diverse program of 20 medium to large events across the city.

Support Renew Adelaide to support activation of 18 vacant shopfronts and premises.

Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.

CoA Economic Development Strategy

Provide/support at least eight programs to support city SMEs, with a focus on those in emerging industries and those looking to scale up.

Attract 10 additional business enquiries through the Bring Your Business to Adelaide program.

Increase the size and number of city-based medium-sized businesses.

Scaling-up of microbusinesses to small and medium enterprises.

Growth by upscaling micro, small and medium enterprises into larger businesses.

CoA Economic Development Strategy

Produce and publish quarterly reports on city activity and visitor economy as well as maintain nine dashboards on aspects of the City's economy.

Deliver economic data and insights to our business community.

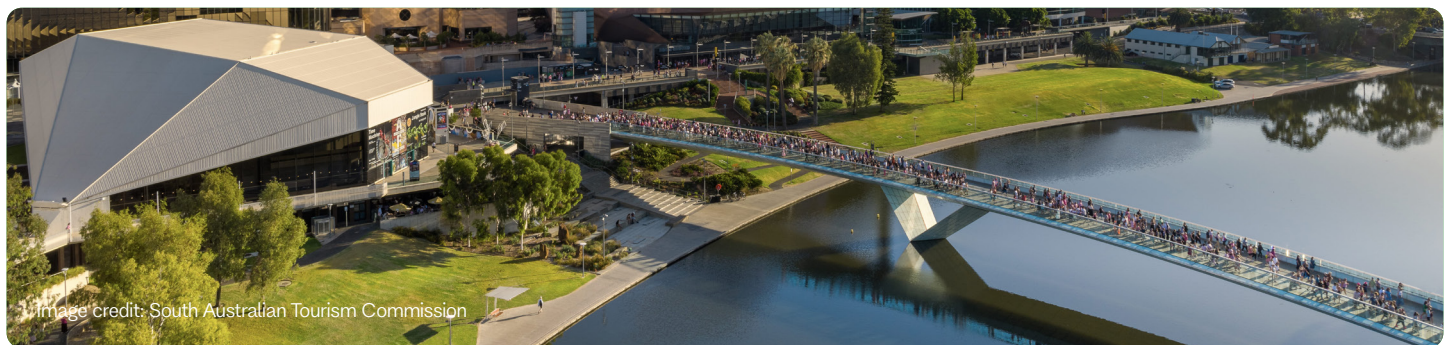
CoA Strategic Plan

A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.

CoA Economic Development Strategy

Governance and Operations

AEDA Strategic Plan Goal	2026/27 Proposed Actions
1. Effective and transparent governance, reporting and processes.	1. Provide governance arrangements and meet reporting requirements consistent with the obligations under the Local Government Act 1999 (SA), the AEDA Charter and City of Adelaide processes.
2. Establish an approach to funding that supports multi-year forward planning.	1. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging issues and opportunities.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	<ol style="list-style-type: none"> 1. Ensure staff can develop their professional expertise and careers by ensuring AEDA's programs are impactful, contemporary and based on leading practices. 2. Identify opportunities to raise AEDA's profile through speaking and sponsorship opportunities at relevant industry events. 3. Identify ways to better recognise the contribution volunteers make to AEDA and the city.
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.	<ol style="list-style-type: none"> 1. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits. 2. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives. 3. Keep abreast of the directions and activities of Adelaide Central Market Authority (ACMA) and Kadaltilla / Adelaide Park Lands Authority, providing input and collaboration where AEDA can add value. 4. Collaborate with the State Government on opportunities to enhance economic growth in the City.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	<ol style="list-style-type: none"> 1. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs. 2. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay across emerging issues and opportunities.



2026/27 Operational Measures

Opportunities and issues identified in the Board’s annual governance review are addressed.

Support the AEDA Board to provide effective oversight of the Agency.

Provide regular reporting to Council on AEDA’s activities and outcomes.

An approach to funding that supports multi-year planning is applied.

AEDA Strategic Plan Measures

Opportunities and issues are identified in annual governance review and are addressed.

Compliance with the *Local Government Act 1999 (SA)*, the AEDA Charter and City of Adelaide policies.

AEDA KPI

An approach to funding that supports multi-year planning is applied.

AEDA KPI

City of Adelaide Culture Survey results.

AEDA KPI

Delivery of Agency priorities through Strategic Partnerships.

AEDA KPI

Regular information on qualitative and quantitative business needs and opportunities provided to the Board.

AEDA KPI



Image credit: South Australian Tourism Commission



Image credit: Illuminate Adelaide, Tyr Liang Xplorer Studio

Appendix 1.

Budget Summary

AEDA Income Summary	2025/26 Q2 Budget	2026/27 Proposed Budget
\$000's		
Contribution from City of Adelaide – Operating Budget	\$8,609	\$9,174
Strategic Project Funding	\$575	\$914
Rundle Mall Levy	\$4,138	\$4,232
Rundle Mall Supplementary Revenue	\$380	\$380
Visitor Information Centre	\$10	\$0
Other Revenue	\$0	\$0
Total Income	\$13,712	\$14,700
AEDA Expenditure Summary		
	2025/26 Q2 Budget	2026/27 Proposed Budget
\$000's		
Business, Investment and Residential Growth	\$2,971	\$3,255
Visitor Growth	\$3,321	\$3,516
Brand and Marketing	\$2,327	\$2,403
Rundle Mall Marketing and Activations	\$2,606	\$2,506
Rundle Mall Admin Operations	\$1,912	\$2,106
Strategic Projects	\$575	\$914
Total Expenditure	\$13,712	\$14,700
Strategic Projects		
	2025/26 Q2 Budget	2026/27 Proposed Budget
\$000's		
Black Friday	\$50	\$0
City Brand	\$100	\$150
Investment Attraction Program	\$100	\$200
Partner Marketing - Winter Focus	\$75	\$0
Rundle Mall Live Music Program	\$100	\$0
Tourism and Business Attraction	\$150	\$0
Rundle Mall 50th Anniversary	\$0	\$257
Small Business Program	\$0	\$307
Total Strategic Projects	\$575	\$914

Rundle Mall Finance Summary		2025/26 Q2 Budget	2026/27 Proposed Budget	
\$000's				
Rundle Mall Levy Income		\$4,138		\$4,232
Rundle Mall Supplementary Revenue		\$380		\$380
Admin Operations Expenditure		(\$1,912)		(\$2,106)
Marketing Activations		(\$2,606)		(\$2,506)
Rundle Mall Admin Operations Expenditure		2025/26 Q2 Budget	2026/27 Proposed Budget	
\$000's				
Security Retainer		\$318		\$403
Employee Costs		\$1,315		\$1,393
Business & Investment Support		\$90		\$117
Utilities, Storage Rent, Licences, Insurance, Depreciation		\$189		\$193
Total Expenditure		\$1,912		\$2,106
Rundle Mall Marketing Activations Expenditure		2025/26 Q2 Budget	2026/27 Proposed Budget	
\$000's				
Major Events & Activations (e.g. Christmas and ADL Fashion Week)		\$2,087		\$1,987
Marketing Services		\$415		\$419
Rundle Mall Assets Branding		\$77		\$64
Research & Insights		\$12		\$2
Placemaking & Vibrancy Opportunities		\$0		\$13
Other Expenditure		\$15		\$21
Total Marketing and Activations		\$2,606		\$2,506
Capital New & Upgrade Projects	Past FY(s) Budget	New & Upgrade	Delivery Costs	Whole of Project Budget
\$000's				
Visitor Experience Centre **^	\$2,246	\$1,901	\$358	\$4,505
Total Capital New & Upgrade Projects	\$2,246	\$1,901	\$358	\$4,505

** New & upgrade fully grant funded

^ some/all budget retimed from a previous financial year budget

Appendix 2.

AEDA Activity Calendar

Month	Activity – Events, Activations, Promotions & Funded Events
July 2026	<ul style="list-style-type: none"> Adelaide Place Brand roll out campaign AGSA Winter Art Series* Bookable Tourism Experience Project Bring your Business to Adelaide campaign Gathered Market in the Mall Illuminate Adelaide* Influencer mini campaign Innovation City campaign NAIDOC Week Rundle Mall Brand campaign (cont. from 2025/26) Rundle Mall retailer support campaign Rundle Mall Spend & Win campaign School holidays Visitor Experience Centre opening campaign Winter in Rundle Mall (cont. from 2025/26)
August 2026	<ul style="list-style-type: none"> Adelaide Place Brand roll out campaign AEDA Flagship Event (date TBC) AGSA Winter Art Series* Bring your Business to Adelaide campaign Daffodil Day in Rundle Mall Gathered Market in the Mall Innovation City campaign Rundle Mall Brand campaign Rundle Mall retailer support campaign Rundle Mall Spend & Win campaign SALA Festival* Visitor Economy Forum Visitor Experience Centre opening campaign Winter in Rundle Mall
September 2026	<ul style="list-style-type: none"> Adelaide Place Brand roll out campaign AGSA Winter Art Series* Bring your Business to Adelaide campaign Gathered Market in the Mall Innovation City campaign Nature Festival South Australia* Rundle Mall 50th Anniversary Event Rundle Mall Father's Day retail support Rundle Mall FruChoc Appreciation Day activations Rundle Mall retailer support campaign School holidays



Month	Activity – Events, Activations, Promotions & Funded Events
October 2026	<ul style="list-style-type: none"> • ADL Fashion Week • Adelaide Film Festival* • AEDA Annual General Meeting • AGSA Winter Art Series* • Gathered Market in the Mall • Nature Festival South Australia* • OzAsia Festival* • Rundle Mall October long weekend trading hours support • Rundle Mall retailer support campaign • Rundle Mall Shopping Weekend • School holidays
November 2026	<ul style="list-style-type: none"> • Activations in Rundle Mall to support extended trading hours • AGSA Winter Art Series* • Black Friday in Rundle Mall • BP Adelaide Grand Final* • Christmas in Rundle Mall: decorations, choir and music performances, and activations • Feast Festival* • Gathered Market in the Mall • National Pharmacies Christmas Pageant* • Rundle Mall retailer support campaign
December 2026	<ul style="list-style-type: none"> • Carols by Candlelight* • Christmas in Rundle Mall: decorations, choir and music performances, and activations • Gather in the Garden* • Gathered Christmas Market in the Mall (x2) • Rundle Mall Boxing Day activations to launch sales in the city • School holidays



*Events and festivals that receive funding through the AEDA Events and Festivals Sponsorship Program.

Appendix 2.

AEDA Activity Calendar (cont.)

Month	Activity – Events, Activations, Promotions & Funded Events
January 2027	<ul style="list-style-type: none"> Gather in the Garden* Rundle Mall Australia Day support for exclusive trading hours Rundle Mall Brand campaign Rundle Mall retailer support campaign for January sales School holidays Tour Down Under*
February 2027	<ul style="list-style-type: none"> Adelaide Festival* Adelaide Fringe* Adelaide International* Colours of Asia Festival in Rundle Mall (date TBC) Festival Time in Rundle Mall Gathered Market in the Mall (TBC) Rundle Mall Lunar New Year activations Rundle Mall retailer support campaign Rundle Mall Valentine's Day retail support
March 2027	<ul style="list-style-type: none"> Adelaide Festival* Adelaide Fringe* Adelaide International* Easter Weekend (Friday 26 March to Monday 29 March) Festival time in Rundle Mall Gathered Market in the Mall (TBC) LIV Golf activations in Rundle Mall (TBC) Rundle Mall long weekend trading hours support Rundle Mall retailer support campaign Visitor Economy Forum WOMADelaide Festival*



Month	Activity – Events, Activations, Promotions & Funded Events
April 2027	<ul style="list-style-type: none"> Adelaide Equestrian Festival* AFL Gather Round activations in Rundle Mall (TBC) Gathered Market in the Mall (TBC) Rundle Mall ANZAC Day trading hours support Rundle Mall Brand campaign Rundle Mall retailer support campaign School holidays
May 2027	<ul style="list-style-type: none"> Adelaide Cabaret Festival* Attending Australian Tourism Exchange (Sydney) DreamBIG Children’s Festival* Gathered Market in the Mall (TBC) Rundle Mall Brand campaign Rundle Mall Mother’s Day retail support Rundle Mall retailer support campaign Tasting Australia*
June 2027	<ul style="list-style-type: none"> Gathered Market in the Mall (TBC) Rundle Mall Brand campaign Rundle Mall Food & Wine activation Rundle Mall King’s Birthday public holiday trading hours support Rundle Mall retailer support campaign Rundle Mall retailer support for June sales Winter in Rundle Mall





Kadaltilla/Adelaide Park Lands Authority
Business Plan & Budget
2026/27

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The Adelaide Park Lands are the largest inner urban park system in Australia.

Nationally Heritage listed for their unique design – they are the city’s lungs, backyard, playground, meeting space and more. The Adelaide Park Lands are there for everyone to enjoy, enhancing physical and mental well-being. They secure Adelaide’s place as one of the planet’s most liveable cities.



Acknowledgement of Country

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) acknowledges the Kurna People as the traditional owners of the Adelaide Plains and pays respect to Elders past and present. Kadaltilla recognises and respects the cultural heritage, beliefs and relationship which the Kurna People have with the land and acknowledges that they are of continuing importance to the Kurna People living today.

Kadaltilla extends that respect to other Aboriginal Language Groups and other First Nations.

Kadaltilla is the principal advisor to both the City of Adelaide and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.

Kadaltilla is a traditional Kurna word meaning Green place/Green lands/Parklands.





Introduction

The City of Adelaide and the Government of South Australia are committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians.

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) is the principal advisory body to both the City of Adelaide and the State Government on the protection, management, enhancement, and promotion of the Adelaide Park Lands.

Kadaltilla is established pursuant to section five of the *Adelaide Park Lands Act 2005 (SA)* and operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999 (SA)*. Kadaltilla acts in accordance with its Charter and the *Adelaide Park Lands Act 2005 (SA)*.

The City of Adelaide and the Government of South Australia, are committed to ensuring that Kadaltilla delivers benefit for the future of Adelaide's Park Lands as a defining feature of Adelaide.

Annual Business Plan and Budget Overview

Kadaltilla is required to prepare an Annual Business Plan and Budget consistent with the Adelaide Park Lands Management Strategy, its Strategic Plan and Charter. Kadaltilla must consult with and obtain approval from the City of Adelaide for its Annual Business Plan and Budget.

The Annual Business Plan and Budget must:

- Identify the performance targets of Kadaltilla
- Set the performance measures that are to be used to monitor and assess performance and achievement of targets
- Specify the financial and other resources and internal processes required to achieve the performance targets.



Kadaltilla Board

About Us

Kadaltilla operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999 (SA)*.

Kadaltilla and its Board are the same entity.

The Board is responsible for managing the business of Kadaltilla and acting in accordance with the Charter and all relevant legislation.

The Board is skills based including expertise across biodiversity/environment, recreation/open space, cultural heritage, landscape design/park management, tourism/events, indigenous culture/reconciliation, financial and local government.

The Board comprises a Presiding Member (the Lord Mayor), and four other members appointed by Council and five members appointed by the Minister for Planning.

The Board receives administrative support from the City of Adelaide.



Dr Jane Lomax-Smith AM
Lord Mayor
Presiding Member



Ms Elinor Walker
Deputy Presiding Member



Mr Daniel Bennett



Mr Ashley Halliday



Ms Sally Underdown



Ms Stephanie Johnston



Mr Tim Agius



Councillor Keiran Snape



Mr Warwick Keates



Ms Kirsty Bevan

Functions of Kadaltilla

Kadaltilla is established to undertake the following functions, set out in section nine of the *Adelaide Park Lands Act 2005 (SA)* and its Charter:

- To undertake a key policy role with respect to the advocacy and promotion of the values of the Adelaide Park Lands and their management and protection.
- To prepare and, as appropriate, to revise, the Adelaide Park Lands Management Strategy in accordance with the requirements of the *Adelaide Park Lands Act 2005 (SA)*.
- To provide comments and advice on any management plan prepared by the City of Adelaide or a State Authority under the *Adelaide Park Lands Act 2005 (SA)* or the *Local Government Act 1999 (SA)* that relates to any part of the Adelaide Park Lands, and to monitor and, as appropriate, to provide comments, advice, or reports in relation to, the implementation or operation of any such plan.
- To provide comments or advice in relation to the operation of any lease, licence, or other form of grant of occupation of land within the Adelaide Park Lands.
- On the basis of any request, or on its own initiative, to provide advice to the City of Adelaide or to the Minister on policy, development, heritage or management issues affecting the Adelaide Park Lands.
- To promote public awareness of the importance of the Adelaide Park Lands and the need to ensure that they are managed and used responsibly.
- To ensure that the interests of South Australians are taken into account, and that community consultation processes are established and undertaken, in relation to the strategic management of the Adelaide Park Lands.
- To promote and administer the Adelaide Park Lands Fund.
- To undertake or support other activities that will protect or enhance the Adelaide Park Lands, or in any other way promote or advance the objects of the *Adelaide Park Lands Act 2005 (SA)*.





Adelaide Park Lands Management Strategy – Towards 2036

Executive Summary

Partnering to preserve and celebrate our precious Adelaide Park Lands

The Adelaide Park Lands Management Strategy – Towards 2036 (APLMS) has been developed by Kadaltilla in accordance with the requirements of the *Adelaide Park Lands Act 2005 (SA)* to prepare a Management Strategy to determine the Adelaide Park Lands directions and priorities.

Vision

Located on Kurna Yarta, the Adelaide Park Lands support our environment, provide connections to nature and offer places for people to participate in events, cultural experiences, sporting and recreational activities. We will work together to enhance and protect the Adelaide Park Lands for future generations.

Goals

Goal 1 – Places and Spaces

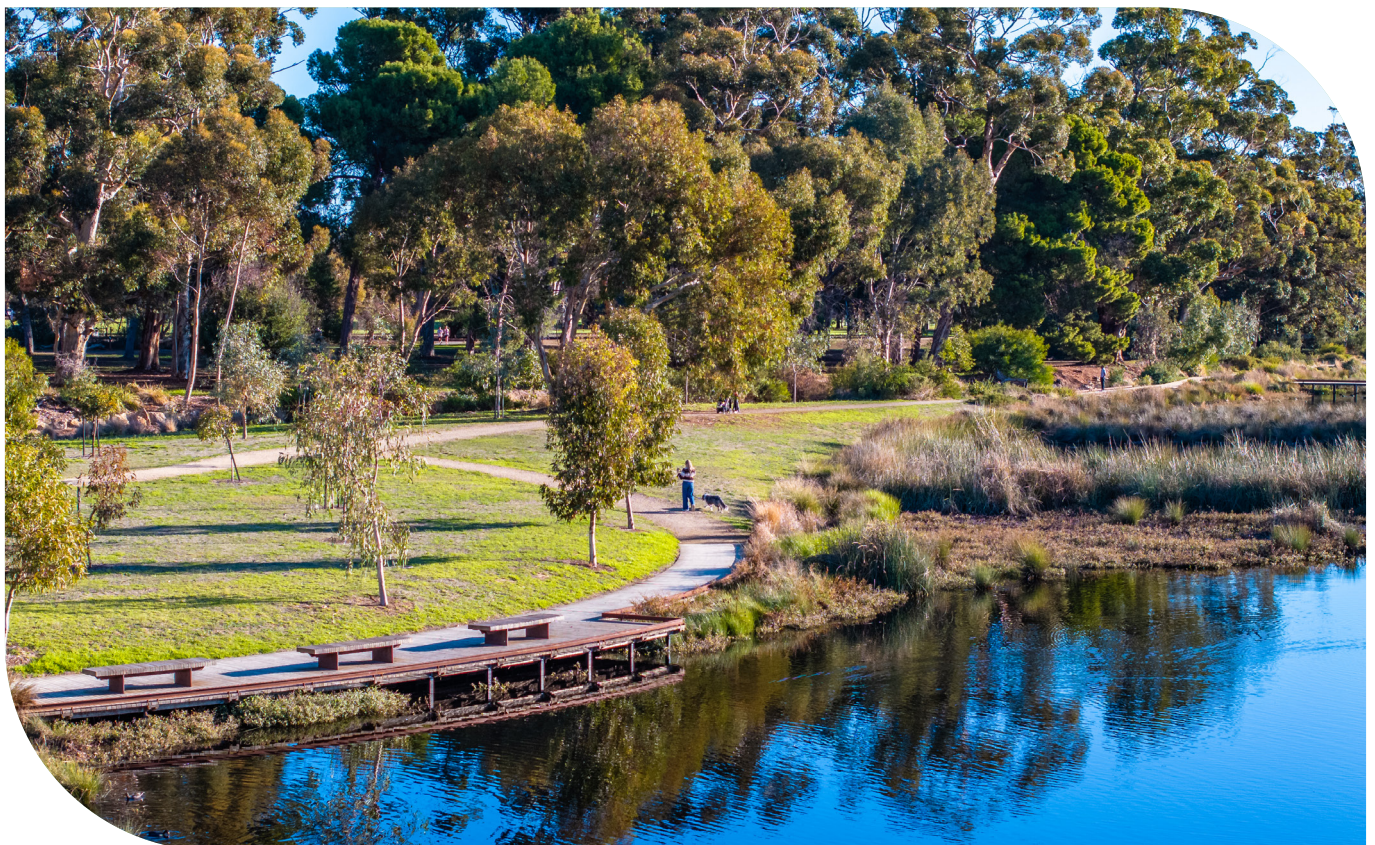
Places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing; offer diverse landscapes and natural beauty and provide a range of sport, recreational, sensory and stimulating experiences.

Goal 2 – Connections and Networks

A system of connected and legible places and spaces enabling safe movement via paths and trails linking the city to the suburbs, hills and coast.

Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience

Places that thrive in the face of a changing climate and celebrate Adelaide's unique natural and cultural heritage.



Strategic Priorities & Performance

Kadaltilla has adopted a Strategic Plan 2023–2028 with the following purpose and guiding principles:

Purpose

To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands.

Guiding Principles

- Preserve and strengthen the integrity of the Adelaide Park Lands
- Promote the values of the Park Lands – as Adelaide’s defining feature, and an internationally unique asset
- Partner with Council and the State Government to advocate the benefits of the Adelaide Park Lands
- Advise Government at all levels on the management and usage of the Adelaide Park Lands for the benefit of all South Australian’s

The 2026/27 activities of Kadaltilla align with the performance targets and measures 2023–2028 set out in Kadaltilla’s Strategic Plan (as per reference number in the following tables).



Cultural Value

Promote the cultural values of the Park Lands including Kurna culture, heritage and wellbeing.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.1	Seek Kurna cultural authority in everything we do	Partner with Kurna culture authority	Each matter that comes before Kadaltilla considers Kurna culture	Kadaltilla and the City of Adelaide’s employees will ensure that each matter that comes before Kadaltilla considers Kurna culture. Strengthen Kadaltilla’s engagement with Kurna Yerta Aboriginal Corporation and the Kurna community.	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.2	Assist with Kurna cultural mapping	Support Kurna cultural mapping progress	Kurna cultural mapping completed and used to inform Kadaltilla considerations	Phase 2 will build on the foundational work completed during Phase 1.	Within Council operational allocations
Goal 1 – Places and Spaces	1.3	Advocate for the featuring of the Adelaide Park Lands in relevant promotional campaigns	Develop specialist branding and promotion of Kadaltilla and the Park Lands	Adelaide Park Lands featured in relevant promotional campaigns	The Adelaide Park Lands are marketed using website, social media, brochures, and financial support for the (biennial) Adelaide Park Lands Art Prize.	\$21,974 (\$6,974 marketing plus \$15,000 Adelaide Park Lands Art Prize)
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	1.4	Champion the development of World Heritage listing nomination	Regularly review World Heritage listing submission progress	State Government support for World Heritage listing submission by 2026	Progress opportunities for World Heritage Listing with Adelaide and Mount Lofty Ranges Councils subject to a City of Adelaide budget bid.	Within Council operational allocations



Environmental Performance

Maintain and improve climate resilience and the landscape values of the Park Lands.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.1	Define, protect, and enhance landscape values and design qualities	Establish performance principles for the Adelaide Park Lands	Landscape values of the Adelaide Park Lands have been defined, protected and enhanced	The landscape values and design principles defined in the APLMS – Towards 2036 will continue to be embedded in decision-making and project delivery during 2026/27.	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.2	Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality	Regularly review tree canopy cover, biodiversity, and environmental sustainability in the Adelaide Park Lands	Ecologically sustainable initiatives promoted, and tree canopy cover, biodiversity, and environmental sustainability and design quality are regularly reviewed	Tree canopy cover, biodiversity, and environmental sustainability data and insights included in the digital APLMS and used to inform discussions, decision-making and prioritisation of projects.	Board operational allocation (Note separate City of Adelaide allocation to the tree planting program)
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.3	Consider climate resilience in everything we do	Undertake a climate impact assessment of the Adelaide Park Lands	Deliver a climate impact assessment of the Adelaide Park Lands	Completion of a climate impact assessment for the Adelaide Park Lands.	Subject to a separate City of Adelaide budget proposal in 2026/27
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.4	Research the impact of climate change on the Adelaide Park Lands	Develop a better understanding of environmental values and trends	Environmental values and trends presented to Kadaltilla	Environmental values and trends data and insights included in the digital APLMS.	Board operational allocation
Goal 1 Places and Spaces	2.5	Increase the accessibility of evidence-based information	Regular online Adelaide Park Lands updates (inclusive of events, trends, gardens and botanical features and items dealt with at Kadaltilla)	Customers are well-informed through regular online Adelaide Park Lands updates	Regularly update the Kadaltilla website, digital APLMS, and social media platforms to share information.	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	2.6	Improved irrigation and water management across the Adelaide Park Lands	Investigate options for alternative recycled water sources to reduce reliance on bores	Reduction in use of bore water and increase in use of recycled water	Commence the Park Lands Smart Irrigation Project.	Subject to a separate City of Adelaide budget proposal in 2026/27



Management and Protection

Treat the Park Lands holistically with an adaptive future focused approach.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	3.1	Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy	Regular review progress of the Adelaide Park Lands Management Strategy priority projects	Adelaide Park Lands Management Strategy priority projects implemented	Monitor and assess the progress of priority projects within the Adelaide Park Lands Management Strategy.	Board operational allocation
Charter	3.2	Advocate for and establish Funding Mechanisms to support delivery of the Adelaide Park Lands Management Strategy	Identify funding opportunities for priority projects in the Adelaide Park Lands Management Strategy	Funding secured for priority projects in the Adelaide Park Lands Management Strategy	Investigate funding opportunities for priority projects in the Adelaide Park Lands Management Strategy.	Board operational allocation
Charter	3.3	Review State Government Management Plans	Partner with the State Government to advise on management plans for areas of Adelaide Park Lands controlled by State Government	Advice provided to the State Government for the preparation of management plans for areas of Adelaide Park Lands controlled by State Government	Engage the State Government to provide advice on its Management Plans in line with Section 20(1) of the <i>Adelaide Park Lands Act 2005</i> (SA).	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	3.4	Advocate for progression of State Heritage Listing by the State Government	Continued support provided for the State Heritage listing	State Heritage listing progressed by the State Government	Continue to monitor progress and pursue opportunities for State Heritage listing	Board operational allocation
Goal 3 – Natural Systems, Cultural Landscapes and Climate Resilience	3.5	Assess Park Lands including economic, environmental and cultural significance	Undertake an assessment of economic, environmental and cultural significance of the Adelaide Park Lands	Board Members are well informed through regular updates	Assess the economic, environmental, social and cultural value of the Adelaide Park Lands.	Within Council operational allocations



Expert Advice

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence.

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	4.1	Provide advice on plans, projects, and policies for the Adelaide Park Lands	Regularly review all plans, projects, and policies for the Adelaide Park Lands to ensure they have undergone review by Kadaltilla where appropriate	Advice of Kadaltilla is endorsed and adopted	<p>Identify items requiring consideration by Kadaltilla.</p> <p>Forward agenda maintained by Kadaltilla / Adelaide Park Lands Authority Advisor.</p> <p>Convene and support Kadaltilla meetings, workshops and field trips.</p> <p>Members remunerated in accordance with the provisions of Kadaltilla’s Charter and Council’s specific determination on fees.</p>	\$272,815 (comprising \$84,220 for Kadaltilla sitting fees and \$188,595 for salaries and associated on-costs)
Charter	4.2	Engage with City of Adelaide and State Government including input into State Government initiatives	Partner with Council and the State Government to increase the accessibility of Kadaltilla	State Government engages with Kadaltilla on State Government initiatives	Connect with the State Government to increase the accessibility of Kadaltilla.	Board operational allocation
Goal 1 – Places and Spaces	4.3	Review leasing and licensing and event management policies together with other relevant Park Lands use policies	Create a Policies section on the Kadaltilla portal	Kadaltilla makes policy submissions on State and Local Government matters where deemed necessary	<p>Maintenance of the Policies section on the Kadaltilla portal.</p> <p>Reporting of lease, license, and events on Adelaide Park Lands, as required.</p>	Board operational allocation
Goal 2 – Connections and Networks	4.4	Strengthen Kadaltilla’s engagement with the City of Adelaide, State Government, and adjoining Councils	Strategic stakeholder engagement on Adelaide Park Lands related matters	The City of Adelaide, the State Government, and adjoining Councils actively engage with Kadaltilla	Strategic stakeholder engagement on Adelaide Park Lands related matters.	Board operational allocation

APLMS Outcome	Ref.	Performance Objectives 2023–2028	Performance Initiatives 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	4.5	Increase the profile of the Kadaltilla Board	Create and maintain a social media profile detailing the business of Kadaltilla	The public is aware and informed of business of Kadaltilla	Promotion of the business of Kadaltilla and management of a social media profile.	\$20,000



Governance

The City of Adelaide governance support enables Kadaltilla to meet legislative requirements and obligations arising from its Charter.

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.1	Maximise utilisation of skills, known and enthusiasm of Kadaltilla through effective meetings that foster dialogue and the development of shared thinking	Appointments to Kadaltilla are based on skills and expertise set out in Part 2, Division 2, Section 6 of the <i>Adelaide Park Lands Act 2005</i> (SA)	Formal and informal opportunities to provide advice and expertise on Adelaide Park Lands (such as meetings, workshops and Kadaltilla portal).	Board operational allocation
Charter	5.2	Develop a high level of knowledge and understanding of the Adelaide Park Lands amongst Members through regular site visits and briefings	Undertake at least one Adelaide Park Lands field trip per year to facilitate greater understanding of Adelaide Park Lands projects, facilities and landscapes	Field trip(s) to be scheduled as part of the Kadaltilla forward agenda.	\$3,100
Charter	5.3	Seek early input into issues relating to the Adelaide Park Lands to ensure Kadaltilla advice is timely and relevant	Number of submissions reviewed by Kadaltilla	Kadaltilla Advisor to be represented in Adelaide Park Lands Advisory Group (APLAG) meetings to ensure relevant issues are identified and sent to Kadaltilla in a timely manner.	Board operational allocation
Charter	5.4	Monitor developments subsequent to Kadaltilla advice	Assessment of outcome for alignment with Kadaltilla advice	Quarterly external scan of developments subject to Kadaltilla advice.	Board operational allocation
Charter	5.5	Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based Board that advises on Park Lands management and protection	Receive at least two State presentations on Park Lands planning and management related matters per year	Advice provided to Council and / or the State Government on strategic matters relating to the Adelaide Park Lands. Advice provided to the Minister responsible for the <i>Adelaide Park Lands Act 2005</i> (SA).	Board operational allocation
Charter	5.6	General purpose accounts are operational	Council's accounting procedures met	General purpose accounts are maintained by the City of Adelaide.	Within Council operational allocations
Charter	5.7	Annual Business Plan and Budget is in place for Kadaltilla	Annual Business Plan and Budget prepared in accordance with legislative and Charter requirements	Prepared by the City of Adelaide as part of internal processes. Subject to consultation with, and approval from, the Council.	Board operational allocation

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.8	Kadaltilla makes appropriate use of available finances provided by the Council	Quarterly finance reports adopted and presented to the Council Council's external auditor and Audit Committee is satisfied the requirements are met Kadaltilla financial management is in accordance with legislative and Charter requirements	Financial updates provided as required. Council's external auditor and Audit Committee performs the necessary tasks.	Within Council operational allocations
Charter	5.9	The Adelaide Park Fund is operational and maintained by Kadaltilla	Monies are received and expended according to the provisions of Kadaltilla's Charter	The Adelaide Park Lands Fund is operational and administered by the City of Adelaide on behalf of Kadaltilla.	Within Council operational allocations
Charter	5.10	Host an Annual Community Forum	A public forum is held by the end of October each year at a place and time determined by resolution of the Board	Prepared by the Kadaltilla Advisor as part of internal administrative processes. Subject to consultation with, and approval from, the Council. Incorporated in the City of Adelaide's Annual Report. Copy provided to Minister responsible for the <i>Adelaide Park Lands Act 2005 (SA)</i> .	\$6,100
Charter	5.11	Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the Adelaide Park Lands Management Strategy, Strategic Plan, and Business Plan and Budget	Kadaltilla's Annual Report is prepared in accordance with legislative and Charter requirements Submitted to Council by 30 September in each Financial Year	Prepared by the Kadaltilla Advisor as part of internal administrative processes. Subject to consultation with, and approval from, the Council. Incorporated in the City of Adelaide's Annual Report. Copy provided to Minister responsible for the <i>Adelaide Park Lands Act 2005 (SA)</i> .	Board operational allocation

APLMS Outcome	Ref.	Performance Targets 2023–2028	Performance Measures 2023–2028	Activities 2026/27	Resources 2026/27
Charter	5.12	The Council provides administrative support to the Board for the purpose of undertaking day-to-day management of the Board including, but not limited to, the exercise of Kadaltilla’s Functions, powers and duties and the preparation for and attendance at meetings of the Board and implementation of the decisions of the Board	Council ensures that a senior officer manages the business of the Board at a strategic level, and provides the Board with suitable administrative support	Annual progress reports on the Strategic Plan, Business Plan, Budget, and Annual Report will be provided. Coordinate and initiate key matters for Board consideration, ensuring timely implementation of decisions. Efficiently manage and maintain the Board’s assets and resources. Perform duties and exercise powers in accordance with the <i>Local Government Act 1999</i> (SA) and other legislative requirements, as directed by the Board. Financial outcomes to be achieved in alignment with the Board’s adopted plans and budgets.	\$5,581
Charter	5.13	Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme	The Local Government Mutual Liability Scheme insures Kadaltilla	Insurance for Kadaltilla is maintained by the City of Adelaide.	\$29,135 (\$23,856 insurance plus \$5,279 advice)





Kadaltilla Budget Summary

Income Summary	2025/26 Budget Q3	2026/27 Budget
City of Adelaide Contribution	\$322,609	\$358,705
Total Income	\$322,609	\$358,705
Income Summary		
Employee Costs	\$180,350	\$188,595
Kadaltilla/Park Lands Authority (sitting fees)	\$74,204	\$84,220
Brand and Marketing	\$26,317	\$26,974
Insurance, Audit and Legal	\$22,168	\$23,856
External Advice	\$5,150	\$5,279
Sponsorships (eg Adelaide Park Lands Art Prize)	\$0	\$15,000
Kadaltilla Operations	\$14,420	\$14,781
Total Expenditure	\$322,609	\$358,705



Kadaltilla

Adelaide Park Lands Authority

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Recommendations of the Infrastructure and Public Works Committee – 16 June 2026

Tuesday, 23 June 2026
Council

Strategic Alignment – Our Corporation

Public

Program Contact:
Rebecca Hayes, Associate
Director Governance and
Strategy

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The Infrastructure and Public Works Committee considered the following Items at its meeting held on 16 June 2026 and resolved to present to Council the following recommendations for Council determination:

- Item 7.1 – Live Music Circuit
- Item 7.2 – Integrated Transport Strategy Implementation Plan
- Item 7.3 – Capital Works Monthly Project Update - May 2026
- Item 7.4 – Melbourne Street Revitalisation - Community Consultation Summary

RECOMMENDATION

1. Recommendation 1 – Item 7.1 - Live Music Circuit

THAT COUNCIL

1. Endorses the delivery of an integrated Live Music Circuit combining physical, digital and promotional elements, subject to stakeholder permissions for rollout as part of the 2026/27 Annual Business Plan.
2. Endorses Option 2 – Partnered Program, as contained in Attachment A to Item 7.1 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 16 June 2026, as the preferred delivery model for a venue recognition scheme, noting that the detailed implementation approach, budget requirements, governance considerations and concept design will be subsequently approved by Council.

2. Recommendation 2 – Item 7.2 - Integrated Transport Strategy Implementation Plan

THAT COUNCIL

1. Approves the Integrated Transport Strategy Implementation Plan as contained in Attachment A to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026, subject to the inclusion of target delivery dates for Key Projects and Services as specified by the Integrated Transport Strategy.
2. Notes the identified unfunded items related to the Integrated Transport Strategy Implementation Plan as contained in Attachment B to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026.
3. Notes the delivery of the Integrated Transport Strategy Implementation Plan and identified unfunded items will be subject to funding as part of future Annual Business Plan and Budget processes, beginning with the 2026/27 financial year.

4. Notes the Administration will request Australian Government and State Government support to assist Council to deliver the Integrated Transport Strategy, including the Implementation Plan and identified unfunded items.
5. Authorises the Lord Mayor to write to the Australian Government, State Government and adjoining Councils to advocate for Key Projects and Services identified in the Integrated Transport Strategy, and to request federal and state funding to assist Council to progress the Integrated Transport Strategy Implementation Plan, with a specific focus on road safety and infrastructure improvements related to walking and wheeling, micromobility and Public Transport.
6. Authorises the Chief Executive Officer to amend and update the Integrated Transport Strategy Implementation Plan on an annual basis following the Annual Business Plan and Budget approvals by the Council.

3. Recommendation 3 – Item 7.3 - Capital Works Monthly Project Update - May 2026

THAT COUNCIL

1. Notes the Capital Works Program Update for May 2026 as contained within this report and Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.

4. Recommendation 4 – Item 7.4 - Melbourne Street Revitalisation - Community Consultation Summary

THAT COUNCIL

1. Approves to progress Stage 2 streetscape concept to detailed design, which will incorporate community feedback to further refine key design elements.
2. Notes the community engagement process and feedback on the proposed concept design, as contained in Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.
3. Notes additional information regarding promotional and outreach activities to encourage community participation for Stage 2 streetscape upgrade, as contained in Attachment B to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.
4. Notes that a project update will be provided to Council once 70% design and a construction staging plan incorporating community feedback are completed for Stage 2 streetscape upgrade.
5. Endorses speed limit of 40km/h on Melbourne Street to be implemented in conjunction with Stage 1 wombat crossings, which is expected to be completed by 30 September 2026.

DISCUSSION

1. The Infrastructure and Public Works Committee met on Tuesday 16 June 2026. The Agenda with reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matters were the subject of deliberation

3.1. Item 7.1 – Live Music Circuit

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Endorses the delivery of an integrated Live Music Circuit combining physical, digital and promotional elements, subject to stakeholder permissions for rollout as part of the 2026/27 Annual Business Plan.
2. Endorses Option 2 – Partnered Program, as contained in Attachment A to Item 7.1 on the Agenda for the meeting of Infrastructure and Public Works Committee held on 16 June 2026, as the preferred delivery model for a venue recognition scheme, noting that the detailed implementation approach, budget requirements, governance considerations and concept design will be subsequently approved by Council.

For ease, Attachment A relating to Recommendation 1, Item 7.1, has been included at the end of this recommendation report.

3.2. Item 7.2 – Integrated Transport Strategy Implementation Plan

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL

1. Approves the Integrated Transport Strategy Implementation Plan as contained in Attachment A to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026, subject to the inclusion of target delivery dates for Key Projects and Services as specified by the Integrated Transport Strategy.
2. Notes the identified unfunded items related to the Integrated Transport Strategy Implementation Plan as contained in Attachment B to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026.
3. Notes the delivery of the Integrated Transport Strategy Implementation Plan and identified unfunded items will be subject to funding as part of future Annual Business Plan and Budget processes, beginning with the 2026/27 financial year.
4. Notes the Administration will request Australian Government and State Government support to assist Council to deliver the Integrated Transport Strategy, including the Implementation Plan and identified unfunded items.
5. Authorises the Lord Mayor to write to the Australian Government, State Government and adjoining Councils to advocate for Key Projects and Services identified in the Integrated Transport Strategy, and to request federal and state funding to assist Council to progress the Integrated Transport Strategy Implementation Plan, with a specific focus on road safety and infrastructure improvements related to walking and wheeling, micromobility and Public Transport.
6. Authorises the Chief Executive Officer to amend and update the Integrated Transport Strategy Implementation Plan on an annual basis following the Annual Business Plan and Budget approvals by the Council.

For ease, Attachments A & B relating to Recommendation 2, Item 7.2, have been included at the end of this recommendation report.

Original Recommendation as Printed in the IPW Committee Agenda

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. *Approves the Integrated Transport Strategy Implementation Plan as contained in Attachment A to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026.*
2. *Notes the identified unfunded items related to the Integrated Transport Strategy Implementation Plan as contained in Attachment B to Item 7.2 on the Agenda for the Infrastructure and Public Works Committee meeting held on 16 June 2026.*
3. *Notes the delivery of the Integrated Transport Strategy Implementation Plan and identified unfunded items will be subject to funding as part of future Annual Business Plan and Budget processes, beginning with the 2026/27 financial year.*
4. *Notes the Administration will request Australian Government and State Government support to assist Council to deliver the Integrated Transport Strategy, including the Implementation Plan and identified unfunded items.*
5. *Authorises the Lord Mayor to write to the Australian Government, State Government and adjoining Councils to advocate for Key Projects and Services identified in the Integrated Transport Strategy, and to request federal and state funding to assist Council to progress the Integrated Transport Strategy Implementation Plan, with a specific focus on road safety and infrastructure improvements related to walking and wheeling, micromobility and Public Transport.*
6. *Authorises the Chief Executive Officer to amend and update the Integrated Transport Strategy Implementation Plan on an annual basis following the Annual Business Plan and Budget approvals by the Council.*

3.3. Item 7.3 – Capital Works Monthly Project Update - May 2026

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Notes the Capital Works Program Update for May 2026 as contained within this report and Attachment A to Item 7.3 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.

For ease, Attachment A relating to Recommendation 3, Item 7.3, has been included at the end of this recommendation report.

3.4. Item 7.4 – Melbourne Street Revitalisation - Community Consultation Summary

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

1. Approves to progress Stage 2 streetscape concept to detailed design, which will incorporate community feedback to further refine key design elements.
2. Notes the community engagement process and feedback on the proposed concept design, as contained in Attachment A to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.
3. Notes additional information regarding promotional and outreach activities to encourage community participation for Stage 2 streetscape upgrade, as contained in Attachment B to Item 7.4 on the Agenda for the meeting of the Infrastructure and Public Works Committee held on 16 June 2026.
4. Notes that a project update will be provided to Council once 70% design and a construction staging plan incorporating community feedback are completed for Stage 2 streetscape upgrade.
5. Endorses speed limit of 40km/h on Melbourne Street to be implemented in conjunction with Stage 1 wombat crossings, which is expected to be completed by 30 September 2026.

For ease, Attachments A & B relating to Recommendation 4, Item 7.4, have been included at the end of this recommendation report.

4. The Committee also received a workshop on Pop-Up Cycle Lane – Trial Options.

DATA AND SUPPORTING INFORMATION

Link 1 – Infrastructure and Public Works Committee Public Agenda

ATTACHMENTS

- END OF REPORT -

VENUE PLAQUE RECOGNITION SCHEME: OPTIONS MATRIX

Purpose: Compare four possible delivery models for a venue recognition scheme as part of the Live Music Circuit. The scheme should recognise places that have made a significant contribution to Adelaide’s live music culture, while avoiding duplication with existing heritage, industry and promotional programs.

Baseline requirement: Any model requires clear eligibility criteria, a transparent assessment process, property owner consent, content standards, maintenance responsibilities, and a process for managing contested or sensitive histories.

Validity and change over time: Recognition schemes can become outdated as venues close, relocate, change ownership, shift programming focus, or as audiences and cultural participation change. Any scheme should include review points, content refreshing processes, removal or retirement protocols, and clear language distinguishing historical recognition from current venue endorsement.

	Option 1 Council-led initiative	Option 2 Partnered program	Option 3 Invite / Peer recognition	Option 4 Open call with limited intake
Description	A City of Adelaide-led scheme designed, governed and delivered by Council as part of the Live Music Circuit.	A scheme delivered with an established or recognised partner, such as the UNESCO City of Music Office or another sector body, with Council providing oversight and support.	A curated scheme where a small number of venues are identified through invitation, expert advice or peer recognition rather than public application.	A public expression-of-interest or nomination process, with a capped intake and peer-reviewed assessment against published criteria.
Recognition focus	Council determines whether the focus is historic venues, current venues, former venues, cultural tourism, or a mix of these.	Focus is jointly shaped with the partner and can reflect sector knowledge, UNESCO City of Music positioning and broader cultural storytelling.	Focus is on venues with strong, demonstrable cultural significance and a high level of peer recognition.	Focus can be broad but must be tightly managed through eligibility criteria to avoid over-subscription and unrealistic expectations.
Eligibility / scale	City of Adelaide boundary; venue-based recognition only; property owner consent required; pilot of approximately 5-10 venues.	City of Adelaide boundary; criteria agreed with partner; limited pilot of approximately 5-10 venues or an annual intake of up to 5.	Small curated list of venues, likely 3-5 in the first round, selected for significance, influence, longevity or cultural contribution.	Limited annual or biennial intake, for example up to 5 venues per round, subject to budget and assessment capacity.
Strengths	Clear Council ownership, accountability and alignment with the Live Music Circuit, Cultural Policy and UNESCO City of Music objectives.	Adds credibility, sector expertise and shared ownership. Reduces the perception that Council is making cultural significant decisions alone.	Creates a high-prestige, tightly curated program. Peer input supports credibility and reduces administrative burden compared with open call.	Most transparent and participatory model. Gives venues, communities and sector stakeholders a clear pathway to nominate places.
Limitations / weaknesses	Highest direct responsibility for Council. May be seen as Council choosing winners unless criteria and rationale are clear.	Requires clear roles, approvals, branding, content ownership and dispute pathways between Council and the partner.	May be perceived as exclusive or less transparent if the selection rationale is not clearly documented and communicated.	Most administratively demanding. Can create high expectations and disappointment where many nominations are received but only a few are recognised.
Governance / assessment	Council-led working group with internal input from Creative City, Heritage, City Experience, Marketing, AEDA and asset teams, also carries higher reputational exposure if recognition is perceived as current endorsement rather than historical recognition.	Joint governance model with partner input, Council approvals and agreed decision-making authority. Requires agreement on responsibility for review, content accuracy and responding to venue changes.	Peer advisory group or expert panel recommends venues for Council or delegated approval. Requires careful framing so peer recognition remains valid over time and does not exclude less visible scenes or communities.	Published criteria, application materials, eligibility checks, peer assessment panel and final approval pathway required. Requires clear intake limits, review periods and dispute management where unsuccessful venues seek reconsideration.
Equity and representation	Council must actively consider under-recognised music histories, including First Nations, multicultural, LGBTQIA+, youth, all-ages, experimental and independent scenes.	Partner expertise can help broaden representation and identify histories beyond the most visible or commercially successful venues.	Strong peer process can surface respected but less publicly visible venues, but panel composition is critical.	Open calls may improve access but requires outreach to ensure under-represented venues and communities are aware and supported to apply.
Relationship with existing programs or initiatives	Must avoid duplication with Heritage Plaques, SA Music Hall of Fame, Discover Music Here decals, AEDA/Experience Adelaide and the Live Music Circuit guide.	Strongest opportunity to align with the UNESCO City of Music Office, SA Music Hall of Fame, MusicSA, ILVA, MDO and existing promotional platforms.	Can complement existing programs by recognising a limited number of places that have strong sector endorsement.	Needs careful positioning so it does not become a grants-style program or duplicate heritage and industry recognition schemes.
Timeframe for Delivery	12–18 months, subject to criteria, governance, permissions and future Council report.	9–15 months, subject to partner confirmation, detailed costing and future Council report	12 months after Council consideration, subject to peer validation, permissions and content development.	18+ months, subject to open call design, assessment process, permissions and future Council report.
Budget / implications	-Highest direct cost to Council. -Requires funding for design, research, writing, permissions, fabrication, installation, digital content, promotion and maintenance. -Bespoke wall-mounted plaques start from approximately \$1,000 each and footpath plaques / inlays from approximately \$1,300 each, excluding broader project costs.	-Moderate cost, with some responsibilities shared with an established partner -Council may fund design, production, installation, coordination and promotion, with partner support for nominations, validation and storytelling. -Additional budget would be required for expert advice, panel review fees, curatorial input and partner coordination. Annual or ongoing costs to be scoped in the next project stage.	-Lower intake controls costs but still requires budget for peer / expert panel coordination, research, permissions, fabrication, installation and communications. -Plaque costs would start from approximately \$1,000 each, or \$1,300 each for footpath treatments, excluding research, panel and content costs. -Ongoing costs depend on whether the model is one-off, annual or periodic.	-Requires recurring budget and staff time for each round, including promotion, administration, assessment, peer review, feedback, permissions and delivery. -Costs would include expert / panel fees, content development, fabrication, installation and communications. -Annual or ongoing costs to be determined in the next stage, with plaque costs starting from approximately \$1,000–\$1,300 each depending on treatment.
Risk implications	Risk sits with Council. Requires a clear process for contested histories, changes in ownership, venue closure, plaque removal and content updates.	Shared risk. Needs agreed escalation pathways, editorial standards and maintenance responsibilities.	Risk of perceived bias or insider recognition. Strong documentation and panel declarations are required.	Risk of over-demand, unsuccessful applicants, lobbying and contested outcomes. Strong criteria and communications are essential.
Validity / change over time	Council carries responsibility for keeping recognition accurate if venues close, relocate or change use. Requires a review cycle and clear removal or amendment process.	Shared governance can help manage changes in sector relevance, audience patterns and venue status, but roles for updates and de-listing must be agreed upfront.	Curated recognition may be more defensible, but can still become dated if peer views, cultural narratives or venue significance shift over time.	Open calls may generate higher expectations and disputes. Requires clear time-bound recognition, periodic review and transparent reasons for inclusion or non-inclusion.

Recommended pathway: A partnered delivery model is likely to be the most suitable pathway for further scoping, subject to Council consideration, detailed costing and confirmation of governance arrangements.

Implementation stages: 1) Council endorsement of a preferred delivery model; 2) confirm purpose, scope and criteria; 3) establish governance and partner roles; 4) update Council on costs, proposed pilot and implementation approach before any rollout; 5) identify pilot venues and secure permissions; 6) develop content, design and digital links; and 7) install and promote plaques or markers.

Integrated Transport Strategy Implementation Plan Summary Table

Jun-26

Item # (Based on Goal)	Goal & Key Project and Service	Description of works	Preliminary Cost Estimate	Funding Type	FY2026/27	FY2027/28*	FY2028/29*
Movement and Access							
1.1.1	Goal 1.1 Healthy streets to enable everyone to move	School Travel Safety Review Implementation (Phase 1)	\$ 1,500,000	Capital	\$ 1,500,000		
1.1.2	Goal 1.1 Healthy streets to enable everyone to move	Support Biketober and National Ride2Work Day for behaviour change and encourage increased cycling	\$ 225,000	Strategic	\$ 75,000	\$ 75,000	\$ 75,000
1.2.1	Goal 1.2 Efficient mass movement of people	Advocate for more public transport services during off-peak times and for the City Connector, more services earlier in the day and later into the evening. [advocate]	\$ -	Operational			
1.2.2	Goal 1.2 Efficient mass movement of people	Review the City Connector routes in collaboration with the Department for Infrastructure and Transport. [partner]	\$ -	Operational			
1.2.3	Goal 1.2 Efficient mass movement of people	Bus Shelter Renewal Design Program to develop a priority program for renewal based upon audit information to systematically renew non-compliant shelters across the city and collation of standard details for Bus Shelters.	\$ 425,000	Capital	\$ 25,000	\$ 200,000	\$ 200,000
1.3.1	Goal 1.3 Advocate for major public transport projects and initiatives	Advocate for the State Government to review public transport fares, to promote use and equity of access. [advocate]	\$ -	Operational			
1.3.2	Goal 1.2 Efficient mass movement of people	Work with the Department for Infrastructure and Transport to provide the City Connector Service	\$ 3,717,000	Operational	\$ 1,239,000	\$ 1,239,000	\$ 1,239,000
1.3.3	Goal 1.2 Efficient mass movement of people & Goal 1.3 Advocate for major public transport projects and initiatives	Work with the Department for Infrastructure and Transport to commence early project planning for the City Loop / City Building Stage 1 Project - Currie / Grenfell Upgrade. [advocate]	\$ -	Operational			
1.4.1	Goal 1.4: Better travel choices for a more liveable city	Installation of additional and secure cycle parking	\$ 280,000	Capital	\$ 140,000	\$ 140,000	
1.4.2	Goal 1.4: Better travel choices for a more liveable city	Construction of Peacock Road Cycleway. [lead]	\$ 500,000	Capital	\$ 500,000		
1.4.3	Goal 1.4: Better travel choices for a more liveable city	Cycleway Trial - Design and Construction	\$ 150,000	Capital	\$ 150,000		
1.4.4	Goal 1.4: Better travel choices for a more liveable city	Design and Deliver an East-West Cycleway	\$ 5,650,000	Capital	\$ 150,000	\$ 500,000	\$ 5,000,000
1.4.5	Goal 1.4: Better travel choices for a more liveable city	Franklin Street Pedestrian Crossing	\$ 500,000	Capital	\$ 500,000		

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Integrated Transport Strategy Implementation Plan Summary Table

Item # (Based on Goal)	Goal & Key Project and Service	Description of works	Preliminary Cost Estimate	Funding Type	FY2026/27	FY2027/28*	FY2028/29*
Experience and Place							
2.1.1	Goal 2.1: City growth with increased liveability and safe, creative and joyful spaces for people of all ages.	Advocate to the Department for Infrastructure and Transport to promote use of the ring road rather than driving through the City.	\$ -	Operational			
2.2.2	Goal 2.2: Integrated transport and land use planning	Undertake amendments to the Planning and Design Code to implement land use and transport integration, including for positive changes to car ownership, active/ public transport use, active frontages on higher classification walking/wheeling routes, and contributions to street outcomes and strategic review of existing and future public car parks.	\$ 50,000	Strategic	\$ 50,000		
2.2.3	Goal 2.2: Integrated transport and land use planning	Advocate to the State Government to undertake state-wide transport related amendments to the Planning and Design Code as part of the City Building Height, Strategic in-fill and other code amendments.	\$ -	Operational			
2.3.1	Goal 2.3: New visitor and resident experiences and business growth	Identify locations and develop concept plans for Park Lands Trail crossings (with Safe System outcomes) to improve access to and use of the Park Lands, including the squares and include in prioritised program of transport related upgrades.	\$ -	Operational			
2.3.1	Goal 2.3: New visitor and resident experiences and business growth	Deliver Glen Osmond Road and Sir Donald Bradman Drive Park Lands Trail crossings (with Safe System outcomes) to improve access to and use of the Park Lands.	\$ 2,290,000	Capital	\$ 2,290,000		
2.3.3	Goal 2.3: New visitor and resident experiences and business growth	Permit, manage and promote cycle share and shared e-scooter schemes. Incorporate micromobility corrals on key routes, and mobility hubs (with car share, cycle share and shared e-scooters) at railway stations, on or near the Currie / Grenfell public transport corridor, and at key locations across our neighbourhoods. [partner]	\$ -	Operational			
2.3.4	Goal 2.3: New visitor and resident experiences and business growth	Optimise City of Adelaide public off-street car parking facilities to support visitor trips and changes to nearby street space to facilitate improved precinct experiences. [lead]	\$ -	Operational			
2.4.1	Goal 2.4: Resilient and adaptable street design and management	Develop a Kerbside and Parking Management Policy. [lead]	\$ 80,000	Strategic	\$ 80,000		

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Integrated Transport Strategy Implementation Plan Summary Table

Jun-26

Item # (Based on Goal)	Goal & Key Project and Service	Description of works	Preliminary Cost Estimate	Funding Type	FY2026/27	FY2027/28*	FY2028/29*
Health and Sustainability							
3.1.1	Goal 3.1 Cool, calm and connected streets and paths	Integrated Climate Strategy EV charging project	\$ 75,000	Strategic	\$ 75,000		
3.2.1	Goal 3.2: Healthy Streets and healthy people	Use of Healthy Streets Design Checks on all our street renewal/upgrade and new projects. Output will be a key consideration in project options assessment and project prioritisation. [lead]	\$ -	Operational			
Safety and Comfort							
4.1.1	Goal 4.1: Implement the Safe System approach	Implement reduced speeds on Park Lands roads and West Terrace.	\$ -	Operational			
4.1.2	Goal 4.1: Implement the Safe System approach	Implement reduced speeds on main streets and streets with a single lane of traffic in each direction.	\$ -	Operational			
4.1.3	Goal 4.1: Implement the Safe System approach	Update City of Adelaide Infrastructure Guidelines and processes to require Safe System speeds to be considered as part of all infrastructure street projects.	\$ -	Operational			
4.1.4	Goal 4.1: Implement the Safe System approach	Create a prioritised program of intersections, crossings, traffic calming and other transport related upgrades to support Safe System outcomes.	\$ -	Operational			
4.1.5	Goal 4.1: Implement the Safe System approach	O'Connell St / Archer St Intersection Improvements (Blackspot)	\$ 350,000	Capital	\$ 350,000		
4.3.1	Goal 4.3: Create gender accessible and inclusive streets	Audit footpath widths (clear walking/wheeling space) to identify performance gaps and prioritise footpath upgrades.	\$ -	Operational			
Totals			\$ 15,792,000		\$ 7,124,000	\$ 2,154,000	\$ 6,514,000

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Note:

- 1 Cost estimate based on Draft Business Plan and Budget for 2026/27. Funding is subject to future Business Plan and Budget processes.
- 2 ITS Implementation Plan does not include CoA Black Spot nominations to the 2026/27 Australian Government Black Spot Program which is yet to be announced
- 3 Operational tasks costs not included (costs embedded in Program Budget within Business Plan and Budget)
- * Future years costs estimate only. Subject to change and future business plan and budget processes.
- ** Project primary scope to deliver net increase in street trees annually, aligned to heat island data within Council's Integrated Climate Strategy and Strategic Plan 2024-2028.

Integrated Transport Strategy Unfunded Projects

Jun-26

Item # (Based on Goal)	Project	Description of works	Funding Type	Goal & Key Project and Service
Movement and Access				
1.1.A	School Travel Safety Review Implementation (Phase 2)	Deliver the remaining infrastructure improvements identified in the School Travel Safety Review Implementation Plan	Capital	Goal 1.1 Healthy streets to enable everyone to move
1.1.B	School Streets Open Streets Program	Develop a plan and trial an open street (on a school street) to temporarily restrict vehicle traffic on roads directly outside school gates during drop-off and pick-up times	Strategic	Goal 1.1 Healthy streets to enable everyone to move
1.1.C	Modal Filter Implementation Program	Develop and implement a prioritised program for modal filters on residential streets (reflecting the traffic circulation plan).	Strategic	Goal 1.1 Healthy streets to enable everyone to move
1.1.D	School Travel Safety and Residents Behaviour Change programs	Implement behaviour change programs for schools and residents.	Strategic	Goal 1.1 Healthy streets to enable everyone to move
1.2.A	Bus Priority Measures Implementation	Develop a plan and implement Bus priority measures, such as bus lanes and traffic signals priority implemented on public transport routes to improve service quality (achieve or exceed target minimum performance levels) and relocate layover areas from City Squares and major roads.	Strategic (Partner with State Govt.)	Goal 1.2 Efficient mass movement of people
1.2.C	Grenfell and Currie Street Rapid Transport Upgrade	Undertake a feasibility study for rapid transit corridor along Grenfell and Currie Street, considering public transport priority, wider footpaths, cycle facilities and better shelters, seating and information. [lead/ partner]	Strategic (Partner with State Govt.)	Goal 1.2 Efficient mass movement of people
1.3.A	Tram extension to North Adelaide and Prospect	Prepare an Infrastructure Australia submission for Delivery of tram extension to North Adelaide and Prospect.	Strategic (Partner with State Govt.)	Goal 1.3 Advocate for major public transport projects and initiatives
1.3.B	Rail extensions through the City of Adelaide and beyond.	Advocate for delivery of rail extensions through the City of Adelaide and beyond. [advocate]	Operational (Lead agency State Govt.)	Goal 1.3 Advocate for major public transport projects and initiatives
1.3.C	City Loop tram/bus and underground city railway loop/link	Work with the Department for Infrastructure and Transport to develop the City Loop tram/bus and underground city railway loop/link to reflect City Plan 2036 growth potential. [advocate]	Operational (Lead agency State Govt.)	Goal 1.3 Advocate for major public transport projects and initiatives
1.3.D	Adelaide Airport to the Adelaide CBD Public Transport route Upgrade	Advocate to improve the connection between Adelaide Airport to the Adelaide CBD through a main public transport route along the Grote Gateway in accordance with the City Plan's Local Area Framework. [advocate]	Operational (Lead agency State Govt.)	Goal 1.3 Advocate for major public transport projects and initiatives
1.4.A	Inner Adelaide cycle routes upgrade program	Prepare an Infrastructure Australia submission for a package of inner Adelaide cycle routes. [partner]	Strategic (Partner with State Govt. and adjacent councils)	Goal 1.4: Better travel choices for a more liveable city
1.4.B	Cycle parking upgrade program	Develop and implement a prioritised program for the installation of additional and secure cycle parking, targeting at least 40 new cycle hoops and three secure cycle parking facilities per year. [lead]	Capital	Goal 1.4: Better travel choices for a more liveable city
1.4.C	Quick build cycle lanes program	Develop and implement a prioritised program for quick build cycle lanes starting with Peacock Road (25/26) and Morphet Road-Montefiore Road (26/27). [lead]	Capital	Goal 1.4: Better travel choices for a more liveable city
1.4.D	Healthy Streets upgrades Implementation Program	Implement Healthy Streets upgrade options on key street renewal projects.	Capital	Goal 1.4: Better travel choices for a more liveable city

Integrated Transport Strategy Unfunded Projects

Jun-26

Item # (Based on Goal)	Project	Description of works	Funding Type	Goal & Key Project and Service
Experience and Place				
2.1.A	Mobility Hub Program	Develop a prioritised plan for mobility hubs (with shared vehicles, cycle share and shared e-scooters) and implement, with a focus on railway stations, Currie-Grenfell public transport corridor and other key locations across our neighbourhoods, to support reduced car ownership and driving in the city. [partner]	Strategic	Goal 2.1: City growth with increased liveability and safe, creative and joyful spaces for people of all ages.
2.1.B	Healthy Street masterplan projects	Develop key Healthy Street masterplan projects to support city growth, including West Terrace, Sturt Street and Halifax Street.	Strategic	Goal 2.1: City growth with increased liveability and safe, creative and joyful spaces for people of all ages.
2.1.C	Road Closure Program	Review opportunities to close roads (full or partial) and develop a prioritised plan to implement, including modal filters, to create community public spaces and support people to make more active and sustainable travel choices.	Operational / Strategic	Goal 2.1: City growth with increased liveability and safe, creative and joyful spaces for people of all ages.
2.1.D	City Ring Road Enhancement Investigation	Investigate opportunities to promote use of the ring road rather than driving through the City and investigate enhancements such as grade separated crossings. Advocate to the Department for Infrastructure and Transport to implement.	Operational / Strategic	Goal 2.1: City growth with increased liveability and safe, creative and joyful spaces for people of all ages.
2.2.A	Active Transport Routes Street Furniture Upgrade Program	Develop a prioritised program to create safer, more comfortable walking/wheeling and cycling to libraries, childcare and community centres, play spaces, grocery shops and main streets: including more water fountains, seating and cycle parking. [lead]	Operational / Strategic	Goal 2.2: Integrated transport and land use planning
2.2.B	City Loop tram/bus and underground city railway loop/link planning	Incorporate the City Loop tram/bus and underground city railway loop/link into the planning framework (Greater Adelaide Regional Plan, State Transport Strategy, City Plan Adelaide 2036 and Integrated Transport Strategy) to reflect City Plan 2036 development potential. [advocate]	Operational / Strategic	Goal 2.2: Integrated transport and land use planning
2.2.C	Strategic Traffic and Transport Monitoring Program	Develop and implement a strategic traffic and transport monitoring program to collect and report on key measures including through car travel on key CBD routes, travel times, speeds, micromobility and active transport movements.	Operational / Strategic	Goal 2.2: Integrated transport and land use planning
2.3.A	Active Transport wayfinding and public art program	Delivery of wayfinding, interpretative boards (incorporating Kaurna history and voices) and public art along key routes, including routes to visitor destinations, schools, libraries and to open spaces.	Capital	Goal 2.3: New visitor and resident experiences and business growth
2.3.B	Precinct kerb side and parking optimisation review program	Precinct wide review of kerb side supply and demand including off-street and on-street car parking for key precincts to optimise kerb side space and City of Adelaide public off-street car parking facilities to support visitor trips and changes to nearby street space and inform precinct planning.	Operational / Strategic	Goal 2.3: New visitor and resident experiences and business growth
2.4.A	Active travel routes network resilience review	Assess active travel routes network resilience for events (within CoA and in adjacent areas) and identify new/upgraded infrastructure required (including the responsible authority) to provide network resilience including Bartels Road cycle route, Botanic Road footpath, Dequetteville Terrace crossing to Kensington cycle route, Fullarton Road, Dequetteville Terrace route.	Operational / Strategic	Goal 2.4: Resilient and adaptable street design and management
Health and Sustainability				
3.1.A	Strategic noise and air quality monitoring program	Implement a program for strategic noise and air quality monitoring within the City of Adelaide in collaboration with the Environment Protection Authority, including development of baseline measures. [partner]	Operational / Strategic	Goal 3.2: Healthy Streets and healthy people
Safety and Comfort				
4.1.A	Intersection upgrades and traffic calming program	Implement the program of intersections, crossings, traffic calming and other transport related upgrades to support Safe System outcomes.	Capital	Goal 4.1: Implement the Safe System approach
4.2.B	Traffic Circulation Plan Implementation	Develop a program to implement the traffic circulation plan and trial one-way streets on key routes to achieve outcomes identified in City Plan 2036 and the traffic circulation plan.	Operational / Strategic	Goal 4.2: Reduce risks and negative impacts from motor vehicles
4.3.A	Footpath Improvement program	Upgrade footpaths to provide suitable crossfalls and clear walking/wheeling space to meet the walking route classification requirements of the Integrated Transport Strategy.	Capital	Goal 4.3: Create gender accessible and inclusive streets
4.3.B	Traffic Signal Review Implementation	Implement the recommendations of the Traffic Signal Review, including auto-green and reduced signal phase lengths, to reduce delays for people walking / wheeling at intersections.	Operational / Capital	Goal 4.3: Create gender accessible and inclusive streets
4.3.C	Behaviour change programs to support more women and families to learn to cycle or get back into cycling.	Support programs such as Ride Her Way (Bicycle SA, 2025) and develop behaviour change programs to support more women and families to learn to cycle or get back into cycling.	Operational / Strategic	Goal 4.3: Create gender accessible and inclusive streets

Capital Works May Update

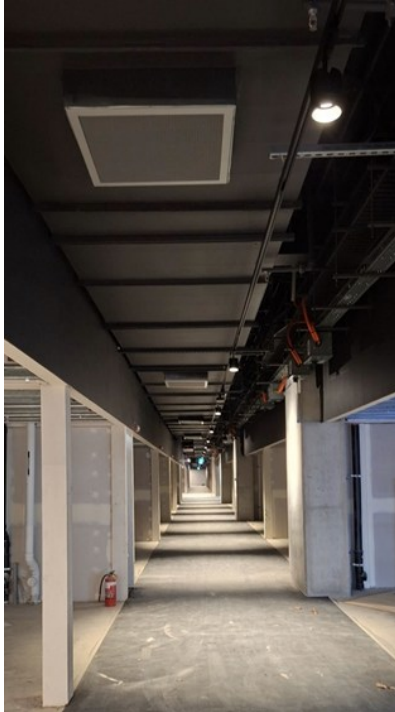
Infrastructure & Public Works Committee

This report provides an overview of Capital Projects either complete or progressing for the month of May 2026.



Central Market Arcade Redevelopment

New/Upgrade



Works within the existing Market UPark facility have been undertaken in coordination with the City of Adelaide, Adelaide Central Market Authority and UPark to minimise disruption and maintain access for customers and visitors.

Footpath works along Gouger Street have been established and civil works have commenced on Grote Street, helping shape a more welcoming and attractive public realm around the Market precinct. As the project progresses, these improvements will support a more connected and vibrant city destination for residents, visitors and businesses.



Carriageway Park / Walyu Yarta (Park 17) Public Toilet Renewal

Renewal

The renewal of the public toilet facility in Carriageway Park / Walyu Yarta (Park 17) is delivering a significant upgrade to improve accessibility, safety and amenity for the growing number of people using this part of the Park Lands.

The Adelaide Central Market Arcade redevelopment continues to make strong progress, with approximately 600 personnel working on site.

Both the north and south towers are now structurally complete, with façade works finished and the final tower crane removed from Grote Street. Internal fit-out works are continuing throughout the south tower and podium, and up to Level 37 of the north tower.



The existing facility has reached the end of its useful life and no longer meets contemporary community expectations for hygiene, reliability or user comfort. This project is replacing the ageing structure with a new fully automated three-cubicle Exeloo facility designed to provide a safer, cleaner and more accessible public amenity for park users, visitors, sporting groups and event attendees.



The upgraded facility includes a Disability Discrimination Act-compliant cubicle, ambulant-access cubicle and standard cubicle, ensuring the space is more inclusive and better able to meet the needs of a diverse community. Modern automated systems will improve hygiene, reduce maintenance requirements and deliver greater reliability, while durable vandal-resistant materials will support long-term performance in a high-use public environment.

Works have been carefully staged to minimise disruption, with the new facility being commissioned before the existing toilet block is removed to maintain continuity of service for the community. Supporting site works include service upgrades, civil works, improved access arrangements and integration with surrounding park infrastructure.

Now complete, the project has delivered a more sustainable, accessible and user-friendly public facility, with improved water and energy efficiency that aligns with Council's broader sustainability objectives.

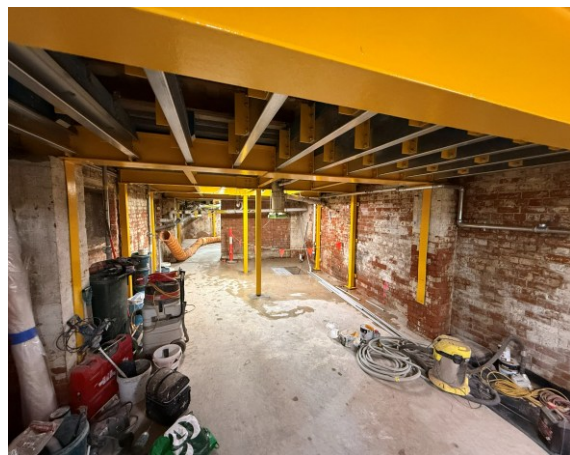
This renewal reflects Council's continued investment in high-quality public amenities across the Park Lands, supporting accessibility, community wellbeing and the long-term enjoyment of Adelaide's open spaces.



Adelaide Central Market Basement Structural Rehabilitation

Renewal

The Adelaide Central Market basement structural rehabilitation project is progressing critical upgrades to protect the long-term safety, functionality and resilience of one of Adelaide's most significant civic and cultural assets.



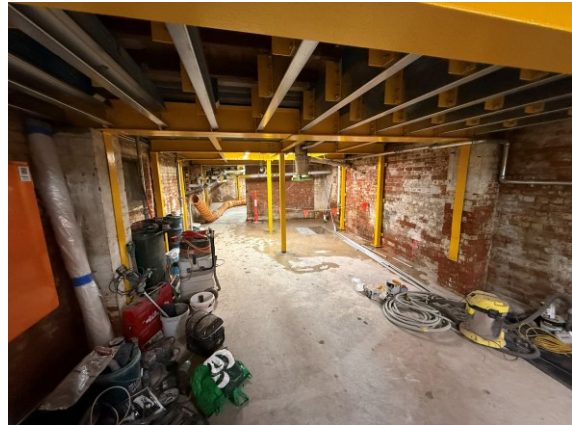
As a landmark destination that supports local business, tourism, employment and daily community activity in the heart of the city, maintaining the structural integrity of the Market is essential to ensure its continued operation for traders, visitors and staff.

The project is delivering a comprehensive rehabilitation of the basement structural framework, including targeted structural repairs, reinforcement works, waterproofing improvements, and associated upgrades to support building systems where required. These works are restoring the integrity of critical infrastructure, ensuring the facility continues to meet contemporary engineering and safety standards, and extending the operational life of this important public asset.

With the Market continuing to operate as a vibrant live trading environment, works are being carefully staged to minimise disruption to traders, tenants and visitors while maintaining safe access and operational continuity wherever possible.

This proactive investment reduces the risk of more significant deterioration and avoids the need for costly reactive emergency repairs in the future. It also preserves the functionality and heritage value of the Adelaide Central Market, ensuring this iconic destination continues to support economic activity, tourism and city vibrancy for years to come.

As works progress toward completion, this project reflects Council's commitment to responsible asset stewardship, long-term financial sustainability, and maintaining safe, high-quality civic infrastructure that supports Adelaide's most valued places and experiences.



West Terrace Footpath Renewal

Renewal

The West Terrace footpath renewal project is delivering important upgrades to improve pedestrian safety, accessibility and the overall quality of the public realm along key sections of this major city corridor.

Works include renewing ageing asphalt footpaths between Hindley Street and Rose Street, and between Sturt Street and Wright Street, improving the condition and reliability of these well-used pedestrian connections. The project has been designed to maintain existing pedestrian path widths while delivering a safer, smoother and more accessible walking environment for the community.

Importantly, the renewal has also created an opportunity to consider greening improvements along the corridor, supporting Council's broader ambition to create cooler, greener and more livable city streets.



Investigations into street tree opportunities have informed future enhancement options that could further strengthen amenity, environmental outcomes and the overall experience of West Terrace for pedestrians and visitors.



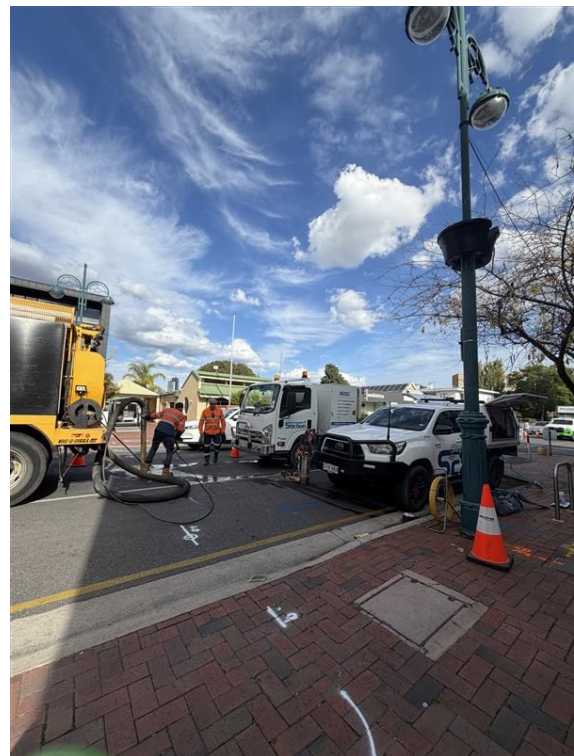
By renewing deteriorated infrastructure now, the project reduces ongoing maintenance requirements, improves asset performance and helps prevent more costly reactive repairs in the future.



As construction progresses, this renewal will deliver practical improvements to pedestrian safety and comfort while laying the groundwork for longer-term public realm enhancement, reflecting Council's commitment to maintaining high-quality infrastructure and creating more attractive, resilient city streets.

Melbourne Street Wombat Crossings

New / Upgrade



The Melbourne Street wombat crossings project is progressing well, with early enabling work now completed in preparation for the delivery of two new raised pedestrian crossings at either end of the precinct.

Initial works have included on-site investigations to confirm underground service locations and depths, ensuring construction can proceed efficiently and minimising the risk of unforeseen impacts during delivery. Community communications have also been rolled out to support construction readiness,

including social media updates, on-site signage, letterbox notifications, variable message signage, and direct engagement with adjacent businesses to help keep stakeholders informed and supported throughout the project.

Construction is scheduled to commence in mid-June, with works progressing toward completion in line with funding program requirements.

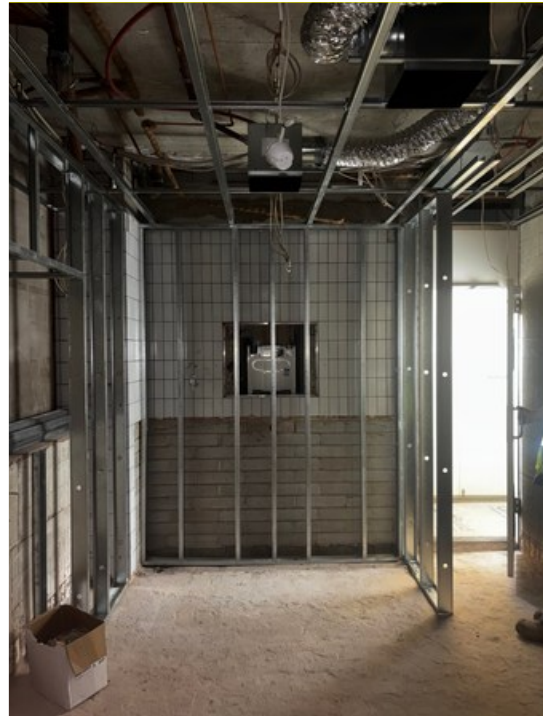
Once complete, the new wombat crossings will significantly improve pedestrian safety and accessibility, making it easier and safer for people to move through the precinct while helping to calm traffic and create a more pedestrian-friendly street environment.

As a key first stage of the broader Melbourne Street revitalisation, this project represents an important investment in improving the safety, functionality and attractiveness of one of North Adelaide's most valued main streets. Supported by funding through the Federal Government's National Road Safety Program, the project will contribute to a safer, more welcoming precinct that encourages visitation, supports local business activity and strengthens the long-term activation of Melbourne Street.



Council Building Amenities Upgrade – 25 Pirie Street

Renewal



The Council Building amenities upgrade is progressing and will deliver important improvements to bathroom facilities across Levels 3, 6 and 7, enhancing the functionality, accessibility and overall condition of these staff amenities.

The work will deliver a refreshed and more modern amenity experience for building users, ensuring facilities better meet contemporary expectations for accessibility, comfort and usability. By renewing ageing infrastructure, the project will improve the quality and reliability of essential workplace amenities while supporting a better day-to-day experience for staff.

As work progresses across the building, the project reflects Council's continued investment in maintaining safe, functional and high-quality workplace infrastructure, in line with the Buildings - Asset Management Plan, supporting staff wellbeing and ensuring civic facilities remain fit for purpose into the future.



Asset Management Plan, helping ensure the corridor remains safe, functional and reliable for the many pedestrians who use the area each day.

Preliminary investigations and site inspections have been undertaken to inform the detailed design process, with the project team assessing opportunities to improve construction outcomes, minimise long-term maintenance requirements and support more sustainable delivery practices. Design development has also considered opportunities to reduce embodied carbon and improve material selection outcomes where practical.

The renewal works will deliver smoother and more consistent pedestrian surfaces, improve accessibility and safety while reducing deterioration and ongoing maintenance needs associated with ageing infrastructure.

As the project progresses through design toward future construction, it reflects Council’s continued investment in maintaining high-quality public infrastructure and delivering safer, more accessible and resilient city streets for the community.

Footpath Renewal – King William Road (Kermode Street to Brougham Place)

Renewal



The King William Road footpath renewal project is progressing important upgrades to improve pedestrian safety, accessibility and the overall condition of footpath infrastructure along this key North Adelaide corridor.

The project is renewing ageing asphalt footpaths between Kermode Street and Brougham Place in line with Council’s Transport



25ADL-1766
25 MAY 2026

Melbourne Street Revitalisation Project

Concept Design

Engagement Summary Report

CITY OF ADELAIDE



Melbourne Street Revitalisation Project

25 May 2026

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V3	23/05/26	J.Wilson		Changes to Section 3-6 to include additional graphs and survey analysis

We acknowledge the Kaurna people as the Traditional Custodians of the land on which we work and pay respect to their Elders past, present and emerging.

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Executive Summary

Melbourne Street is the final street to be revitalised as part of the City of Adelaide's Main Streets Program. The Melbourne Street Revitalisation Project aims to upgrade ageing infrastructure while supporting a vibrant business community, improving safety and accessibility, increasing greening, and reinforcing the street's distinctive local identity.

With design principles and a master plan endorsed in 2022 and several short-term improvements already delivered, the City of Adelaide (CoA) is now progressing toward endorsement of a streetscape concept design to enable detailed design and construction.

Between 25 February and 25 March 2026, the CoA undertook community and stakeholder engagement on the proposed concept design for Melbourne Street. This report summarises the feedback received and identifies key themes to inform Council decision-making.

Engagement approach

A four-week engagement program was delivered using multiple methods to ensure a broad range of perspectives were captured. Engagement activities included:

- An online survey hosted on the Our Adelaide platform
- Two on-street community pop-up events
- A dedicated business forum
- Stakeholder meetings with representative organisations.

In total, 109 survey responses and 12 written submissions were received. This was complemented by attendance at in-person events, stakeholder meetings, and individual enquiries. Participants included residents, businesses, visitors, commuters, and advocacy groups.

Overall sentiment

Overall feedback indicates moderate to strong support for the proposed concept design and the broader intent of revitalising Melbourne Street. Around two-thirds of survey respondents indicated they were either supportive or very supportive of the concept. Support was driven by a shared aspiration to see Melbourne Street evolve from a car-dominated corridor into a more people-focused, attractive and vibrant main street that encourages visitation, social activity and economic vitality.

At the same time, feedback revealed concerns and areas of contention, particularly among business owners and some residents. Some respondents placed value on parking and traffic flow, while others placed value on increased activation, and safe movement of pedestrians and cyclists. This highlights the importance of balancing placemaking outcomes with access, parking and traffic function.

What the community supports

The strongest and most consistent areas of support across engagement channels included:

- Improved pedestrian safety, including safer crossings, wider footpaths and traffic calming
- Public realm upgrades, such as improved paving, lighting, street furniture and a more cohesive streetscape
- Reduced vehicle speeds, to improve safety and reinforce Melbourne Street's role as a destination street
- Outdoor dining and activation, where well managed and balanced with residential amenity
- Greening initiatives received the highest level of support, with participants expressing support, provided planting is durable, appropriate and well maintained.

Key concerns raised

The most prominent and polarising issue raised throughout the engagement was on-street car parking. Many businesses and some residents expressed concern that any loss of parking particularly through flexible kerbside spaces could negatively impact business viability, short-stay visits and accessibility for customers, service vehicles and vulnerable users. There were repeated calls for certainty around parking retention, transparency about potential parking losses, and clear management of flexible zones.

Other key concerns included:

- The potential impact of traffic calming and speed reductions on congestion, through-traffic and spill-over into local streets
- Mixed views on flexible kerbside spaces, with support for activation balanced by concerns about safety, parking loss and practical implementation
- Recognition that Melbourne Street is a narrow, high-traffic corridor, presenting challenges to providing safe and adequate cycling treatments
- Questions about whether bus stop consolidation would effect accessibility for older people, those with mobility challenges and those accessing professional services
- Construction impacts on businesses, including disruption, access and project timing.

1. Introduction

Melbourne Street is the final street to be revitalised in the City of Adelaide's (CoA) main street program. This project will see the upgrade and renewal of above and below ground infrastructure and renew ageing assets. Critically, it will also deliver on key objectives of supporting a vibrant business community, safe and accessible streets, increased greening and reflecting local identity.

With design principles and a master plan endorsed in 2022, the design for the revitalisation is now underway.

Several short-term improvements have already been completed or have commenced, including rationalisation of street furniture, footpath extensions and planter boxes, and lighting.

The CoA is now ready to engage on and endorse a concept design for the streetscape, to proceed to detailed design and construction

Between 25 February and 25 March 2026, the community was invited to provide feedback on a proposed concept design for revitalising Melbourne Street.

The feedback received is summarised in this report and can be used to assist Council decision making and consideration of a concept design for the streetscape, to proceed to detailed design and construction.

1.1 Project background and previous engagement

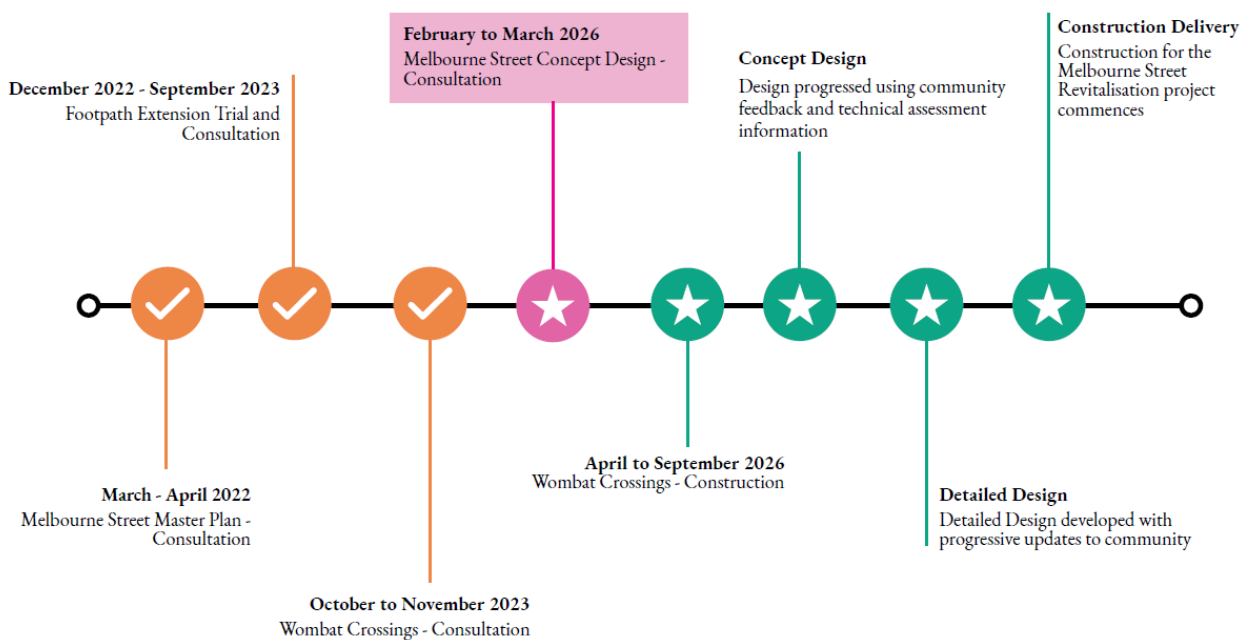
Several studies and community and business engagements have been undertaken by CoA about revitalising Melbourne Street over the last few years. This has improved understanding of the community's views on the priorities, needs and expectations for Melbourne Street and informed the development of a proposed concept plan.

Key milestones are outlined below and demonstrated in Figure 1.

- **Phase 1 – Benchmarking and research (February 2021–June 2021)**
 - Place audits for each of the streets
 - Single Point of Contact (Place Coordinator) allocated to build relationships and community connections, and to identify opportunities that are place specific
 - Lord Mayor Round Tables with stakeholders
 - City User Profile Survey
 - Focus group with Square Holes to understand people's perceptions regarding the Melbourne Street precinct, including how people visiting the street felt, how often they visited and how they believe it could be improved.
- **Phase 2 - Vision and Design Principles (March - April 2022)**
 - Stakeholders reviewed and commented on proposed vision for Melbourne Street and ranked and prioritised design principles to create a series of themes for the street.

- **Temporary Footpath Extension Trial (December 2022 – September 2023)**
 - Feedback was sought on the installation of temporary footpath extensions at three locations along Melbourne Street. Feedback on the trial has been used to inform development of the concept design.
- **Phase 3 - Concept Design**
 - Stage 1: Wombat Crossings Public consultation was undertaken between 18 October and 15 November 2023. Two wombat crossings, creating bookends to the Melbourne Street precinct will be constructed in 2026.

Figure 1: Key project and engagement milestones



2. How we engaged

A range of engagement methods were used to share information with and seek feedback from Melbourne Street businesses, key stakeholders, local residents and the wider community during the engagement period.

2.1 Purpose of engagement

The objectives of this engagement were:

- Gather meaningful community feedback to support Council in making informed decisions about the Melbourne Street Revitalisation design, while recognising that these views will be considered alongside technical requirements and budget constraints.
- Design and deliver an engagement process to capture a broad range of perspectives, including input from Melbourne Street businesses, local residents, key stakeholders, and the wider community.
- Accurately and faithfully report the feedback to the project team and the public to close the loop.

2.2 Engagement undertaken

The engagement was open for a period of 4 weeks, commencing Wednesday, 25 February and concluding on Wednesday, 25 March 2026. Table 1 outlines the engagement activities delivered. Table 2 outlines the ways in which the engagement was promoted and the tools used to engage. The outcomes of engagement activities are provided in Sections 3 to 7. Copies of engagement materials are provided in Appendix A.

Table 1: Engagement activities delivered

Details	Target audience
Online survey (Our Adelaide)	
An online survey was developed to capture feedback on the key elements of the concept design. This was available through the Our Adelaide engagement platform.	All interested community.
Business forum	
A specific business forum was held to provide the opportunity for local businesses to hear about the proposed concept design, ask questions and understand how to participate in the engagement.	Melbourne Street businesses

Details	Target audience
<p>The format of the business forum included a slide presentation by senior project management and CoA staff. The session was facilitated by URPS, including a Q&A session.</p> <p>All businesses on Melbourne Street were hand-dropped a letter inviting them to attend the forum and were asked to RSVP. Where available, email invitations were also provided.</p>	
<p>Community events</p>	
<p>Two community pop-up sessions were held on Melbourne Street, featuring key information and graphics of the concept design. These sessions offered interactive opportunities for community members to speak with project team members and share their feedback. To support accessibility and encourage participation, the sessions were held at different times.</p>	<p>All stakeholders who live, work, visit, commute and own property in and nearby Melbourne Street.</p>
<p>Stakeholder meetings</p>	
<p>Meetings were held with key stakeholders including North Adelaide Precinct Association, Walking SA, Bicycle SA and Bike Adelaide. An invitation was also extended to the North Adelaide Society however couldn't be accommodated during the engagement period.</p> <p>These invite-only sessions provided an opportunity for representative groups to hear about the concept plan and ask questions of the project team relevant to their area of interest.</p>	<p>Key stakeholders identified with the CoA who may have an interest in the concept design.</p>
<p>Other ways to provide feedback</p>	
<p>As well as using the online survey, community members and stakeholders were able to share their feedback with the project team through written submissions, emails, and phone calls. This input has been documented in Section 7.</p>	<p>All interested community.</p>

Table 2: Promotion and engagement tools

Method	Details and audience	Metrics
Our Adelaide webpage	A link to the project page was provided on CoA's Our Adelaide page. Our Adelaide also hosted the survey, fact sheet and concept design.	<p>22 December 2025 - 25 February 2026 (pre-consultation period)</p> <ul style="list-style-type: none"> • 240 views <p>25 February – 25 March 2026 (consultation period)</p> <ul style="list-style-type: none"> • 1614 views
Fact sheet	A fact sheet was developed to outline key information about the engagement and how to provide feedback. It was uploaded to Our Adelaide, delivered via letterbox drop to residents and businesses surrounding Melbourne Street, and posted to property owners.	<p>See Appendix B for catchment areas</p> <ul style="list-style-type: none"> • Australia Post direct Mail: 763 • Letterbox distribution: 1325
Promotion through CoA social media channels	Posts were made across CoA's social media channels (Facebook, Instagram and LinkedIn) to promote the engagement. All social media posts directed traffic to Our Adelaide webpage.	<p>Refer Appendix C for detailed social media metrics</p> <p>22 December 2025 - 25 February 2026 (pre-consultation period)</p> <ul style="list-style-type: none"> • Posted on 22/12/25 and 12/2/26 <p>25 February – 25 March 2026 (consultation period)</p> <ul style="list-style-type: none"> • Posts on 25/2/26, 12/3/26, 23/3/26 and 25/3/26
Corflute promotional signs	Promotional signs advising commuters, visitors and other passers-by of the engagement.	30 promotional signs installed along Melbourne Street
Business forum invite	All businesses on Melbourne Street were hand delivered an invite to the business forum. Where possible invitations were also distributed via email.	About 50 invitations

3. Our Adelaide survey results

This survey was available on Our Adelaide during the engagement period and received 109 responses.

The survey consisted of 20 key questions (refer Table 3) categorised as follows:

- **Demographic information** - The first four questions sought basic demographic information about the respondent.
- **Current and future use of Melbourne Street** - Six questions then sought to understand current and future use and priorities of respondents.
- **Sentiment toward proposed concept plan and key design elements** - Eight questions then focused on their overall sentiment toward the proposed concept plan and the key design elements.

An optional open-ended question provided the opportunity for respondents to comment and make other suggestions for project consideration.

Each question is analysed in detail in Sections 4 to 6 of this report, with verbatim comments included in Appendix D.

Table 1: Survey questions

Question number	Question	Question structure
1.	How do you participate in city life?	Select from 7 options and as many as applied
2.	Are you a CoA ratepayer?	Yes/no response
3.	Age group	Select from 17 preset age cohorts mostly within 5 year age brackets
4.	Postcode	Number response
5.	Which of the following best describes your connection to Melbourne Street?	Select from 6 options (including 'Other') and as many as applied
6.	How do you usually travel to or through Melbourne Street?	Select from 7 options (including 'Other') and as many as applied
7.	What are your main reasons for visiting Melbourne Street?	Select from 7 options (including 'Other') and as many as applied
8.	How often do you visit Melbourne Street?	Select from 5 options

Question number	Question	Question structure
9.	On a typical visit, how long do you usually spend on Melbourne Street?	Select from 5 options
10	What would encourage you to visit Melbourne Street more often or stay longer?	Select from 9 options.
11	Overall, how supportive are you of the proposed concept design for Melbourne Street?	Select from 6 options Opportunity to add free form comment regarding reason for response.
12	Flexible kerbside spaces The concept proposed flexible kerbside spaces that can support parking, outdoor dining or activation depending on what it needed. How supportive are you of this approach?	Select from 6 options Opportunity to add free form comment regarding reason for response.
13	Reduced speed limits The concept proposed reducing vehicle speeds along Melbourne street to create a safer and calmer street. How supportive are you of this change?	Select from 6 options Opportunity to add free form comment regarding reason for response.
14	Bus stop consolidation To enable more on-street carparks and create more accessible space on the footpath for pedestrians the concept proposed to combine bus stops 3 and 3a into a single bus stop, How supportive are you of this approach?	Select from 6 options Opportunity to add free form comment regarding reason for response.
15.	Street trees and greening The concept proposes new trees , garden beds and integrating greening at various locations along Melbourne Street.	Select from 6 options Opportunity to add free form comment regarding reason for response.

Question number	Question	Question structure
16.	Cycling treatments The concept includes changes to support safer cycling. How supportive are you of these changes to support cycling.	Select from 6 options Opportunity to add free form comment regarding reason for response.
17.	Public art and identity elements The concept includes new public art and identity features to strengthen Melbourne Street's character.	Yes/ No response Logic directing to additional question depending on response: <ul style="list-style-type: none"> • If yes, what do you like about these existing art and design features • If no, what do you think could improve art and design featured in Melbourne Street?
18.	What element of the concept plan would you most like to see in revitalising Melbourne Street? (Select up to three)	Choose up to 3 of 9 options
19.	Do you have any other comments or suggestions for the Melbourne Street Revitalisation Project?	Free form response
20.	If you would like to receive updates on the project, please enter your email below	Email response

A note on interpreting the survey data

While the high number of survey responses can provide increasing confidence as to the reliability of the data received, it is important to note that this survey was part of an opt-in engagement process and does not represent statistically valid market research. That is, respondents chose to participate, and the respondent group may not be statistically comparative to the impacted community.

As a result, caution should be applied to the use of quantitative data (i.e. numbers and percentages) throughout. It is recommended that it be viewed as one source of data and balanced amongst feedback received through other mechanisms (including at community events – refer Section 7).

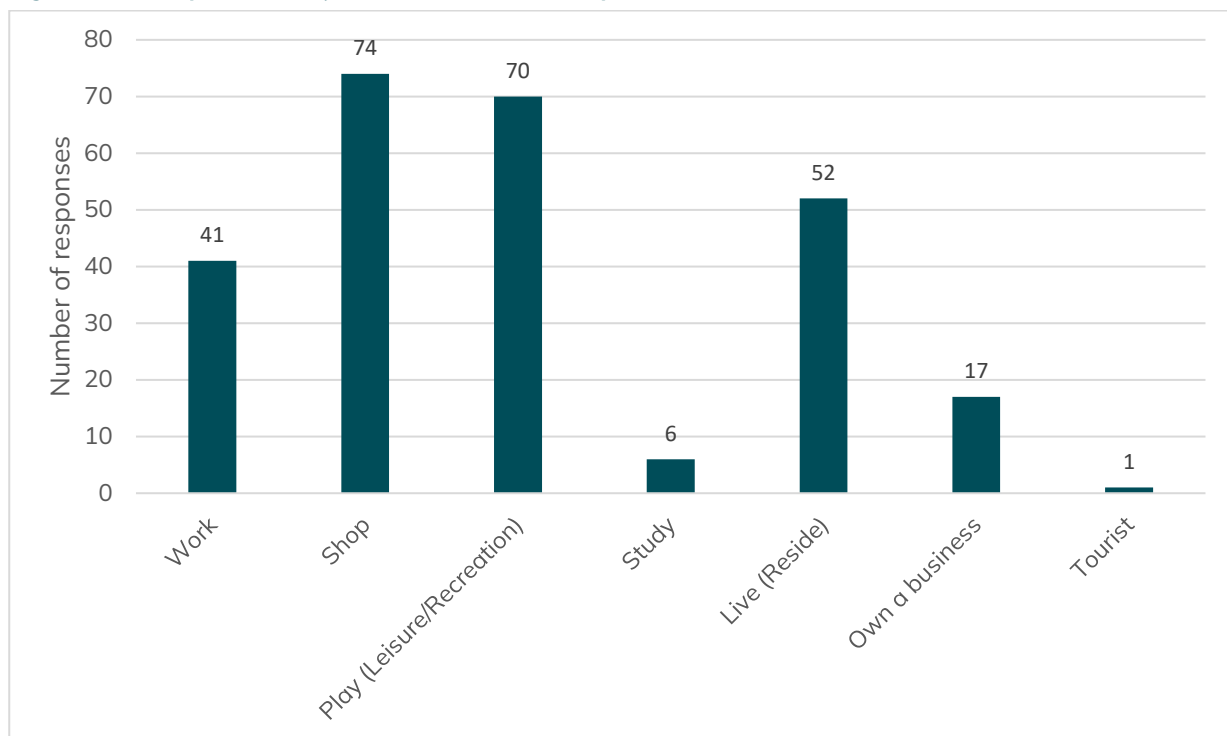
4. Demographic Snapshot

Question 1: How do you participate in city life?

Respondents were invited to indicate the ways that they participate in city life. Seven choices could be selected from, and respondents could choose as many that applied to them.

The most commonly selected choices (refer Figure 2) were shop (74 responses) and play (leisure/recreation) (70 responses). Strong numbers of respondents also indicated that they live (reside) (52) or work (41) in the area. Smaller numbers of respondents indicated that they own a business (17), study (6) or are a tourist (1). All choices received a response, indicating a wide range of respondent types.

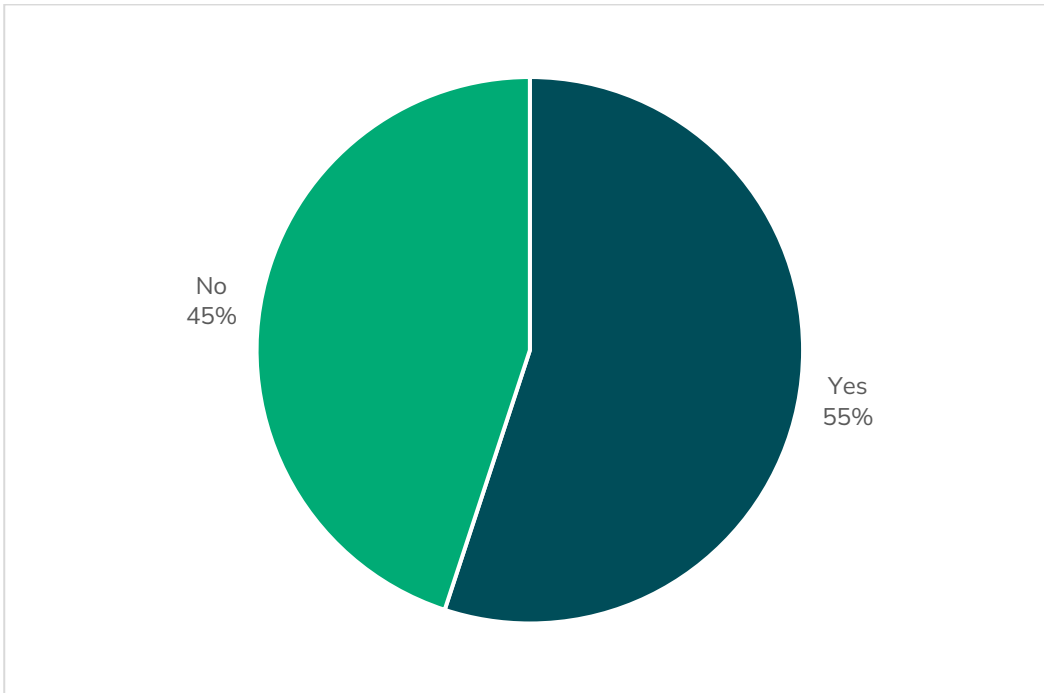
Figure 1: Participation in city life (more than one response allowed)



Question 2: Are you a City of Adelaide ratepayer?

Respondents were invited to indicate whether they were a City of Adelaide ratepayer. The proportion of ratepayers to non-ratepayers within the respondent group was evenly split (refer Figure 3).

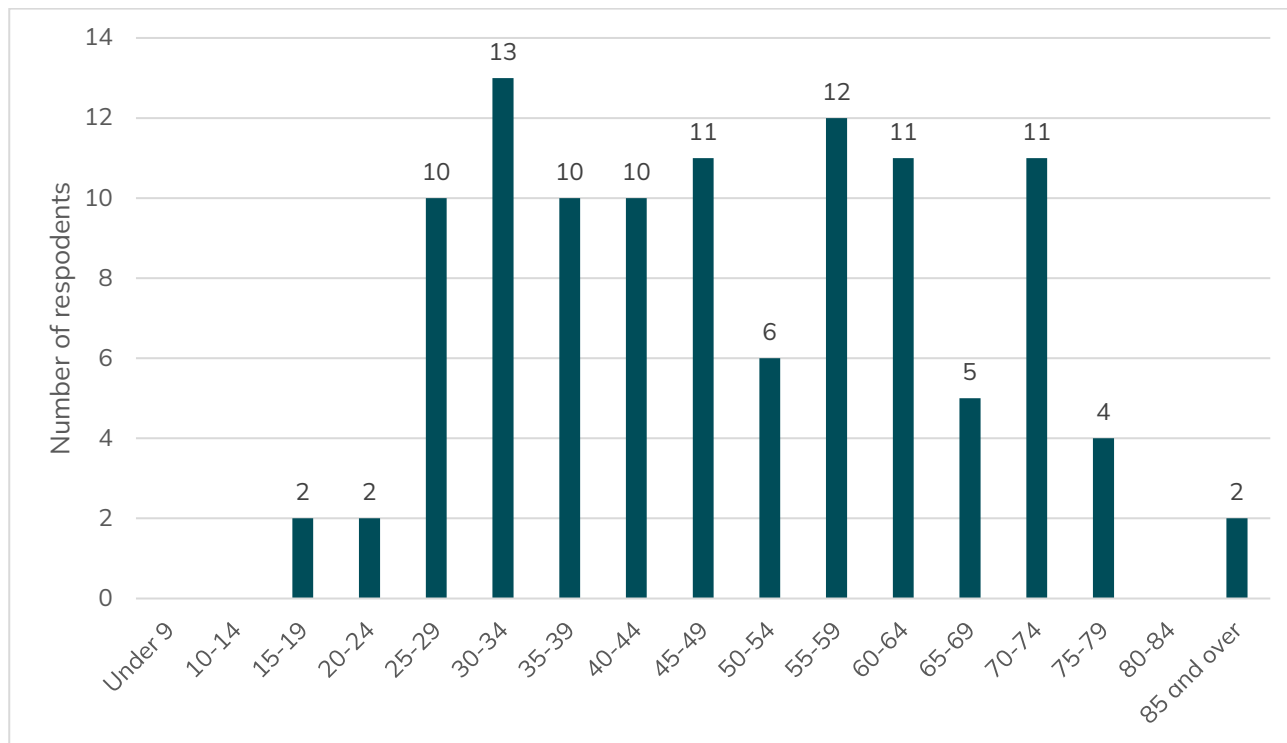
Figure 3: City of Adelaide Ratepayer as proportion of all respondents



Question 3: Age group

Seventeen preset age cohorts could be selected by respondents, mostly within 5 year age brackets. The survey responses indicate a high level of age diversity with almost all cohorts having some level of participation (except for 14 years and under, and between 80 and 84 years old) (refer Figure 4).

Figure 4: Age distribution (all respondents)



Question 4: Postcode

Respondents were required to provide their postcode. The data is presented in terms of whether respondents indicated a North Adelaide (5006), Adelaide (5000) or other South Australian or Interstate postcodes (refer Figure 5). The data indicates that over half of respondents have North Adelaide postcodes (59 55%). Table 2 shows the other post codes provided along with the number of responses received. Many of the suburbs selected are considered inner-city.

Figure 5: Postcode by respondent (all respondents)

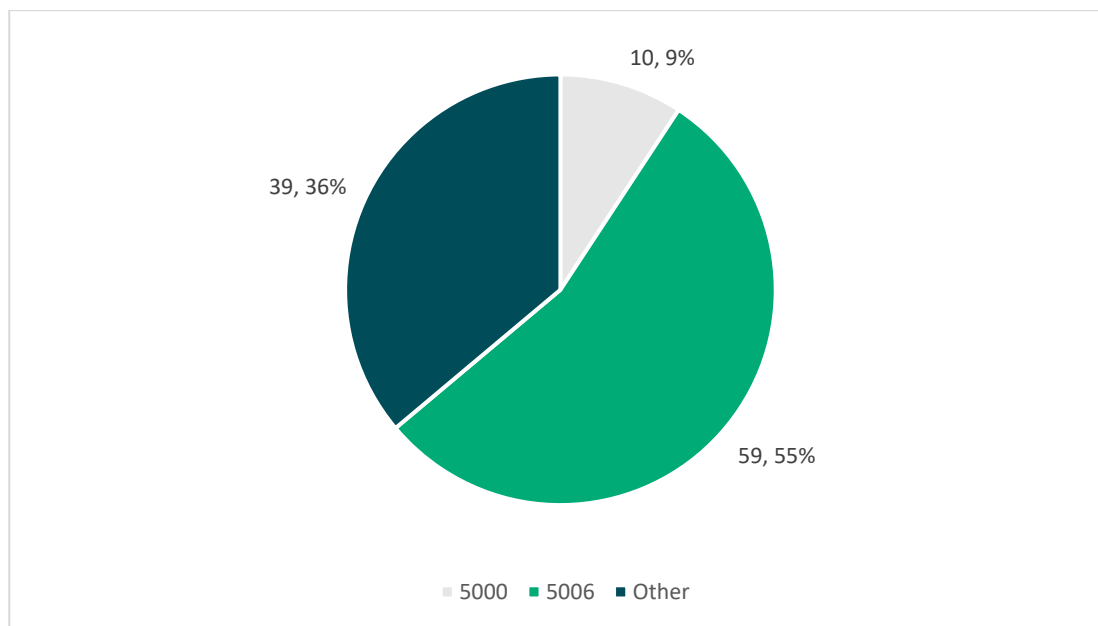


Table 2: Other postcodes by respondent (39 respondents)

Postcode	Example suburb	No. of responses	Postcode	Example suburb	No. of responses
5007	Bowden	3	5068	Kensington	1
5008	Croydon	4	5069	Hackney	1
5011	St Clair	1	5070	Glynde	2
5016	Largs Bay	1	5081	Walkerville	3
5022	Grange	1	5082	Fitzroy	1

Postcode	Example suburb	No. of responses	Postcode	Example suburb	No. of responses
5031	Mile End	1	5083	Nailsworth	2
5037	Glandore	1	5084	Kilburn	1
5039	Clarence Gardens	1	5085	Clearview	1
5052	Belair	1	5086	Oakden	1
5061	Unley	1	5087	Klemzig	1
5062	Clapham	1	5089	Highbury	1
5065	Dulwich	2	5126	Wynn Vale	1
5066	Burnside	1	5136	Norton Summit	1
5067	Kent Town	1	5152	Stirling	1
5068	Kensington	1	3161	Victoria	1

5. Melbourne Street Use and Priorities

Question 5: Which of the following best describes your connection to Melbourne Street?

Respondents were invited to describe their connection to Melbourne Street from six choices, including an 'other' option. More than one option could be selected by respondents.

The most selected choice was **visiting Melbourne Street** (e.g. shopping, dining, services) (76 respondents). Strong numbers of respondents also indicated that that they **live on or near Melbourne Street** (50 respondents) and they **travel through Melbourne Street to get somewhere else** (47 respondents).

Smaller numbers of respondents indicated that they **own or operate a business** (14 respondents) or **work** (12 respondents) on Melbourne Street.

A small percentage of respondents selected **other** (7 respondents). These respondents provided further information to support this selection including visiting family, owning investment property, working at the Women's and Children's Hospital and being a market stallholder.

Figure 6: Connection to Melbourne Street (more than one response allowed)

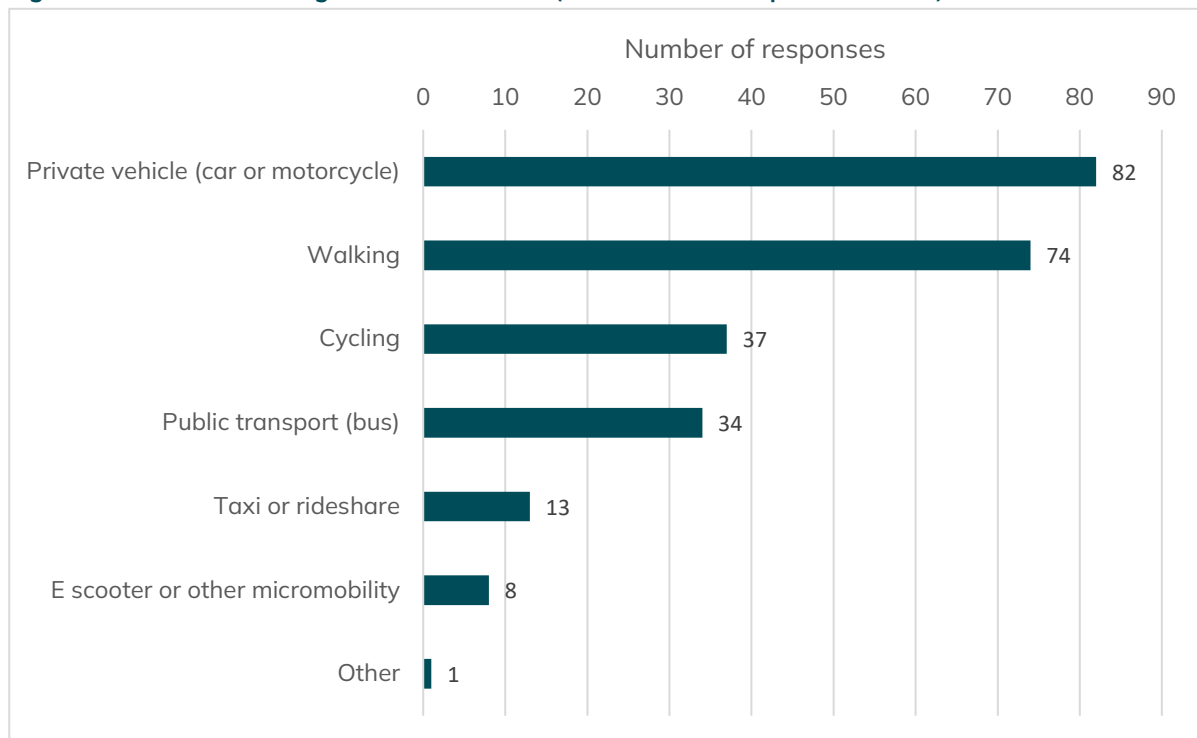


Question 6: How do you usually travel to or through Melbourne Street?

Respondents were invited to share the mode of travel used to travel to and through Melbourne Street (refer Figure 7). More than one response option could be selected, from seven choices, including 'other'.

The most selected choices were **private vehicle** (car or motorcycle) (82 responses) and **walking** (74 responses). Strong numbers of respondents also selected **cycling** (37 responses) and **public transport** (34 responses). One respondent selected **other** stating that they didn't travel to or through Melbourne Street.

Figure 7: Travel to or through Melbourne Street (more than one response allowed)



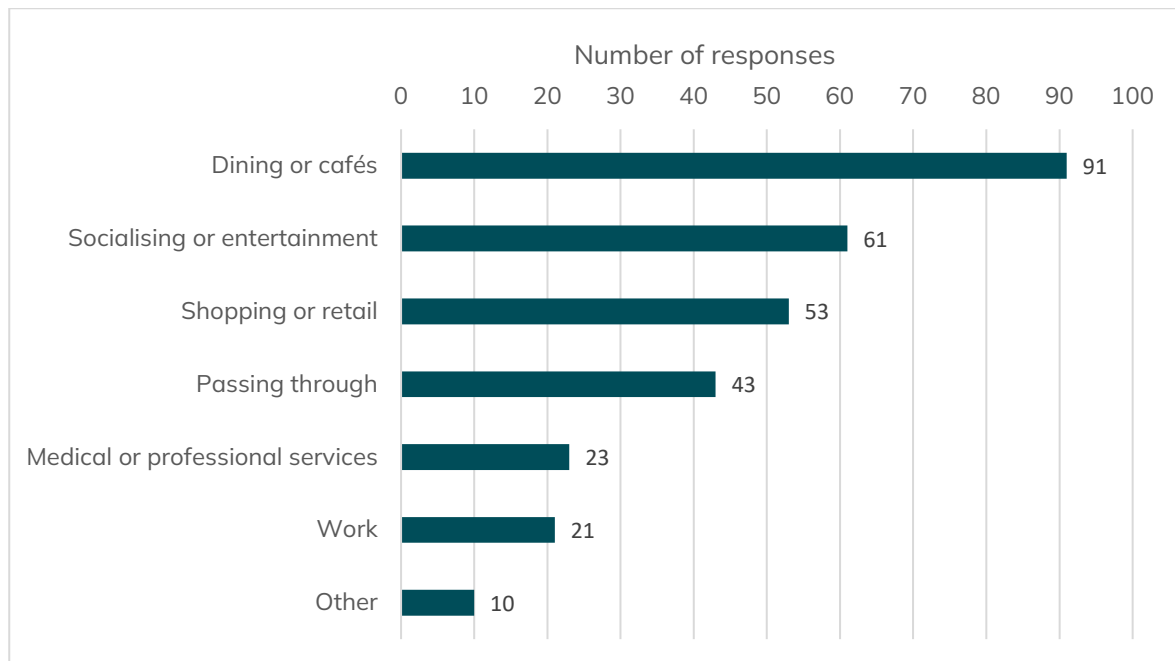
Question 7: What are your main reasons for visiting Melbourne Street?

Respondents were invited to identify how they currently use Melbourne Street and could select more than one response option from seven choices including 'other' (refer Figure 8).

'**Dining or cafes**' was the most common reason for visiting Melbourne Street (91 responses). Socialising or entertainment (61 responses) and shopping and retail (53 responses) were other key reasons given by respondents.

43 respondents indicated that they passed through Melbourne Street, while smaller numbers suggested they visited to access medical or professional services (23 responses) or for work (21 responses). 10 respondents selected 'other' and indicated that their main reasons for visiting Melbourne Street was to walk home, to access public transport, to visit friends, go to the gym or stay in hotels.

Figure 8: Main reasons for visiting Melbourne Street (more than one response allowed)

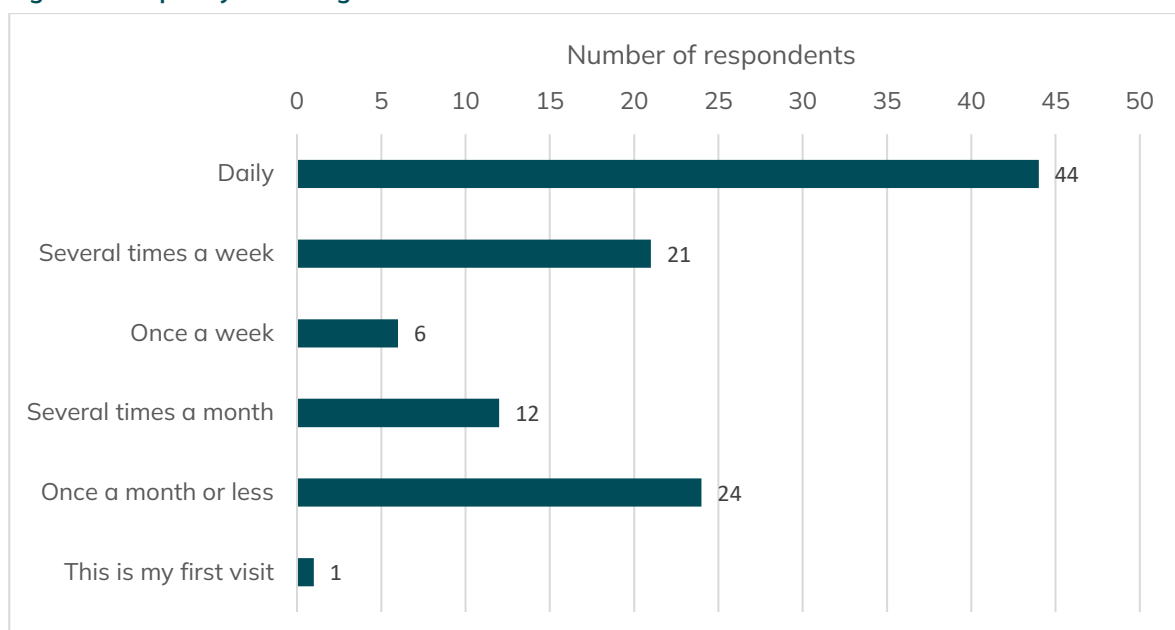


Question 8: How often do you visit Melbourne Street?

Respondents were invited to indicate the frequency of their visits to Melbourne Street from six response options. All except one respondent provided a response to this question (refer Figure 9).

Almost half of respondents (44 respondents) visit Melbourne Street daily. Another 21 visit several times a week.

Figure 9: Frequency of visiting Melbourne Street

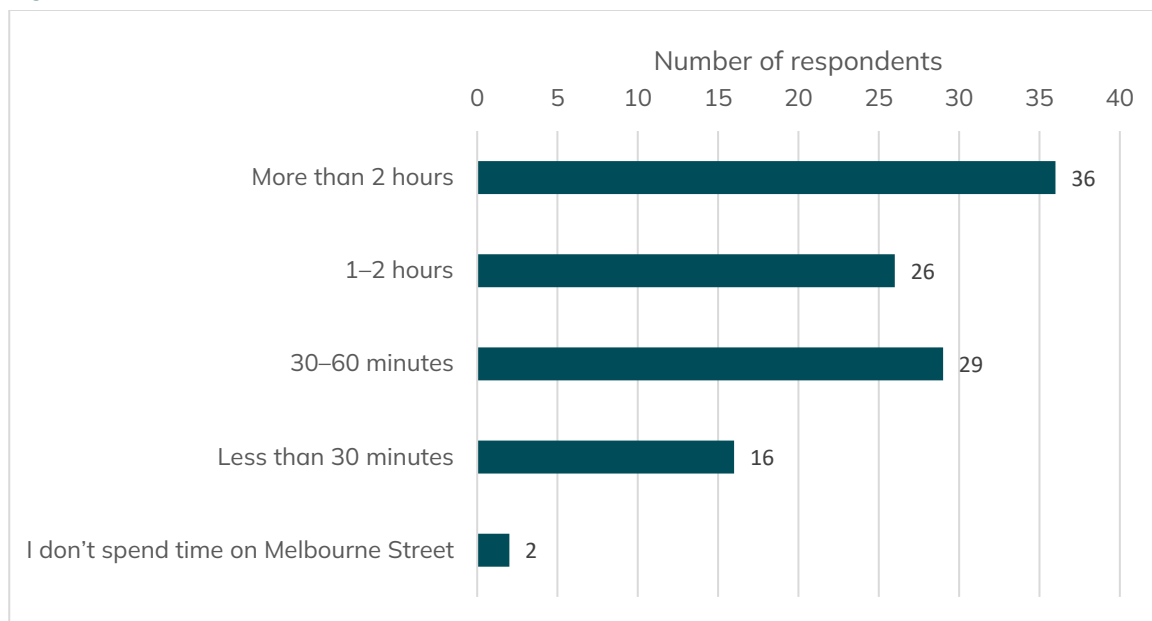


Question 9: On a typical visit, how long do you usually spend on Melbourne Street?

Respondents were invited to indicate how long they typically spend on Melbourne Street when they visit. All respondents answered this question (refer Figure 10).

Over half of respondents indicated that they typically spend **more than two hours** (36 respondents) or **between one and two hours** (26 respondents). Two respondents indicated that they don't spend time on Melbourne Street.

Figure 10: Duration of Melbourne Street visits



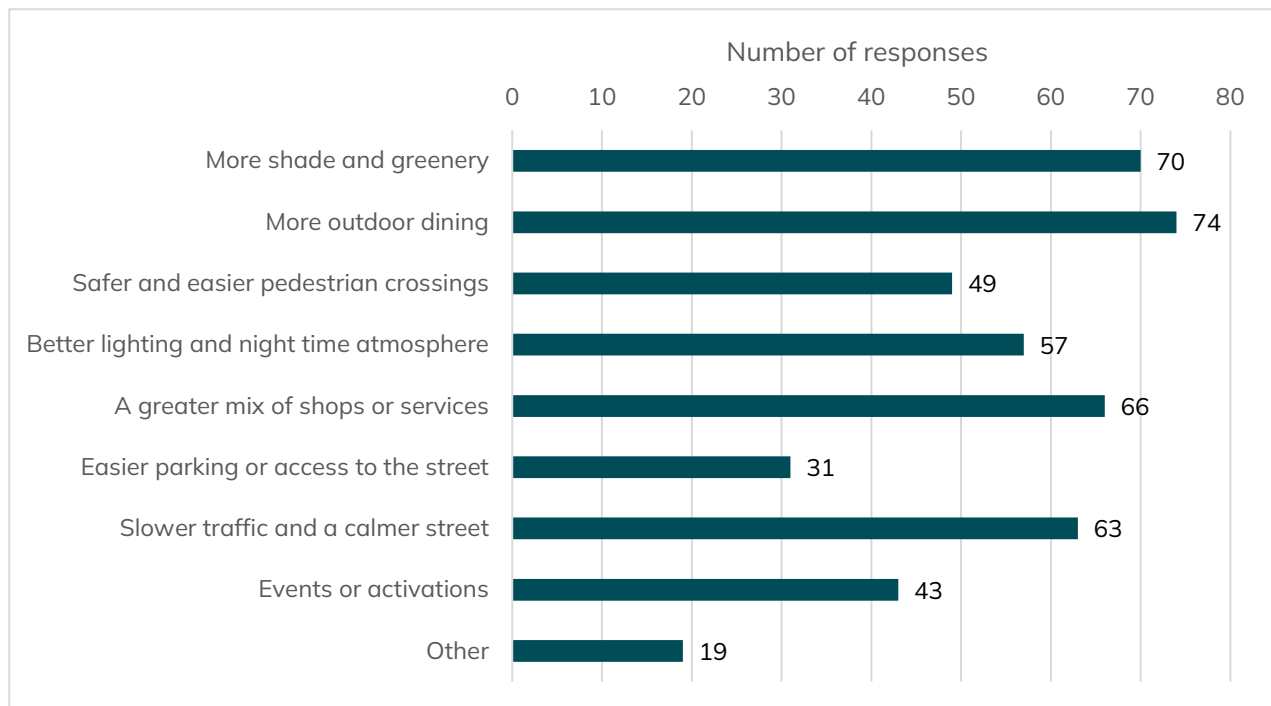
Question 10: What would encourage you to visit Melbourne Street more often or stay longer?

Respondents were invited to identify what would encourage them to increase their visitation to Melbourne Street or to stay longer. Respondents could choose as many of the nine options that apply to them including 'other' (refer Figure 11).

'**More outdoor dining**' and '**more shade and greenery**' were the most common choices that respondents thought would encourage greater visitation to Melbourne Street (104 responses). '**A greater mix of shops or services**' (66 responses) and '**slower traffic and a calmer street**' (63 responses) were also common responses.

19 respondents included '**other**' in their response selection and were prompted to provide comments. The most common responses related to cycling infrastructure (8 respondents), with many saying that they would visit more frequently if there were a bike lane and more bike racks. Others suggested that more parking would make them visit and stay longer. Several comments expanded on the choice selections - for example ensuring that new plants are watered and maintained and that traffic controls are enforced.

Figure 11: Reasons for increased visitation



6. Concept design elements

A note on interpreting the survey data in Section 6.

There was an omission of a response option within the survey (a moderate **unsupportive** choice) for respondents to select.

The response options for the questions in this set included:

- Very supportive
- Supportive
- Neutral
- Very unsupportive
- Not sure/ need more information.

For this reason, neutral responses should be interpreted cautiously as some respondents who may have selected unsupportive, may have selected neutral instead.

The support sentiment (very supportive and supportive choices), however, is robust.

Question 11: Overall, how supportive are you of the proposed concept design for Melbourne Street?

The first question in this section aimed to understand the overall level of support for the proposed concept design. Respondents were invited to indicate their level of support from five response options (refer Figure 12).

Supportive overall

Over half of respondents (71 respondents) indicated that overall they are **'very supportive'** or **'supportive'** of the proposed concept to revitalise Melbourne Street.

Those respondents that indicated overall support thought that the proposed concept design represents a clear shift in the role of Melbourne Street from a car dominated traffic corridor to a more people focused space. Some respondents described the street as dated, under-activated, and oriented toward through traffic. Respondents supported the concept design believing that it demonstrates an intent to prioritise safety, comfort, and everyday use by pedestrians, cyclists, residents, and visitors.

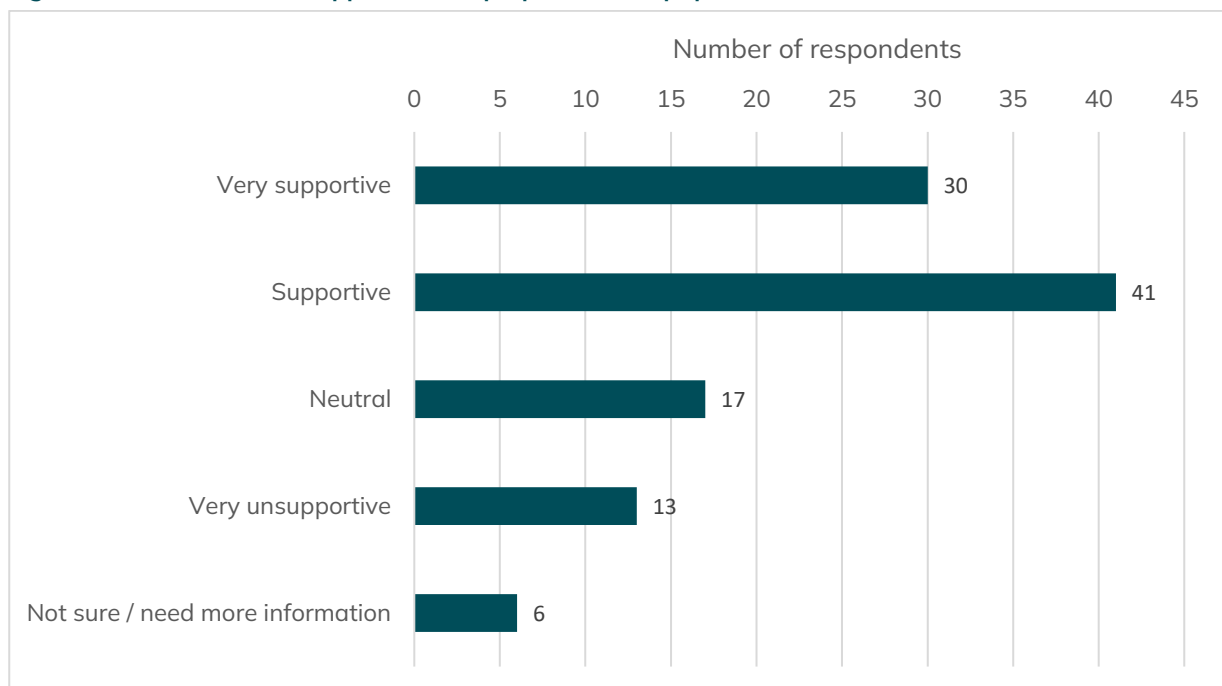
Support was also driven by a shared aspiration for Melbourne Street to become a lively, social destination that reflects contemporary expectations of successful main streets. Respondents value the emphasis on creating a calmer, more welcoming environment that encourages people to linger, socialise, and spend time in the area. The concept was seen as aligned with modern urban design principles and comparable to other thriving local streets, offering hope for renewed civic pride and economic activation.

Other levels of support

30 respondents indicated that overall they are **neutral or very unsupportive** of the proposal. A further 6 respondents indicated that they aren't sure or need further information prior to indicating their level of overall support.

Those that don't support the concept design suggested that there was not sufficient underlying need for change or the value it would deliver. Some said the concept lacked a clear, shared problem definition and did not sufficiently respond to Melbourne Street's established role as a working main street and key thoroughfare. Some respondents perceived the concept design as generic rather than tailored to local conditions,.

Figure 12: Overall level of support for the proposed concept plan



Question 12: Flexible kerbside spaces

Respondents were invited to indicate their level of support to introduce flexible kerbside spaces that can support parking, outdoor dining or activation depending on what is needed (refer Figure 13).

Sentiment was mixed, with 62 respondents indicating that they were either very supportive or supportive of flexible kerbside spaces and 38 respondents giving a neutral or very unsupportive response.

Equally, when analysing the data by respondent type, the sentiment toward introducing flexible kerbside spaces was also divided amongst business owners/operators. Of the 16 business owner/operators who responded to this question eight indicated that that they were either very supportive or supportive and eight gave a neutral or very unsupportive response (refer Figure 14).

There was greater support for the introduction of flexible kerbside spaces from respondents in North Adelaide (5006). 37 respondents with North Adelaide postcodes indicated that they were **very supportive or supportive** of flexible kerbside spaces compared to 25 respondents residing elsewhere (Figure 15).

Figure 13: Level of support for flexible kerbside spaces

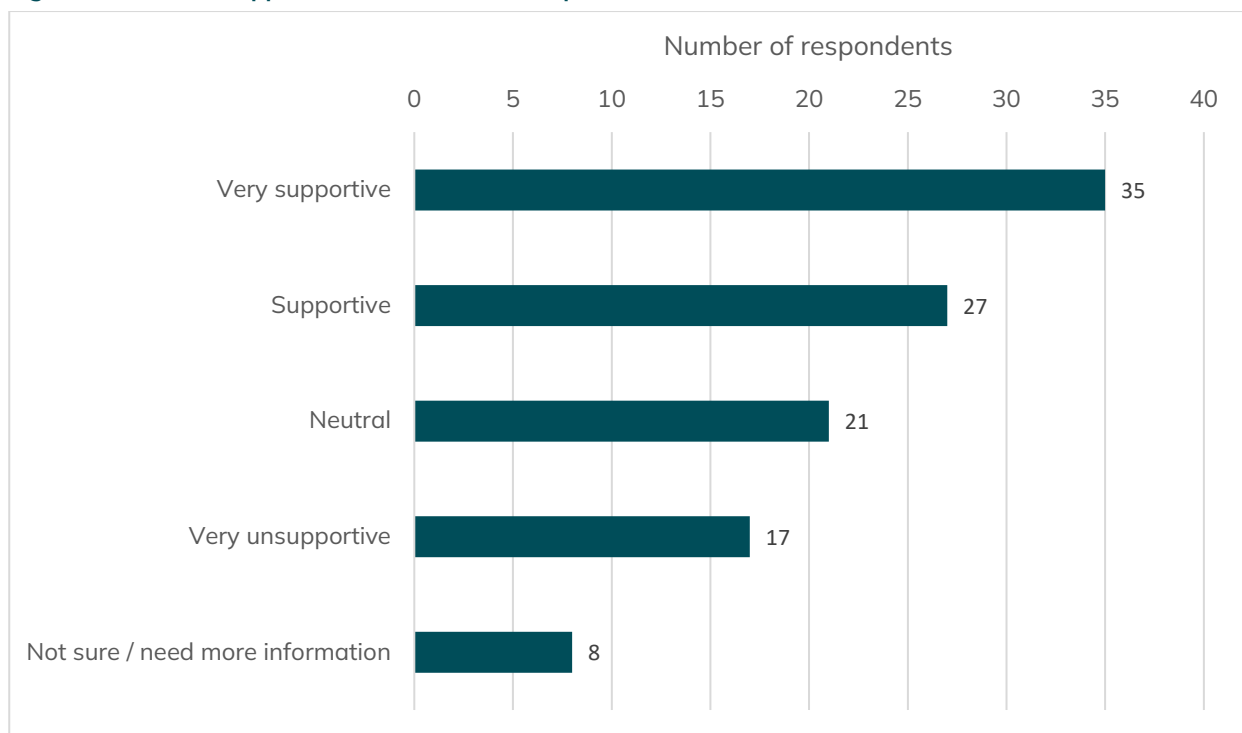


Figure 14: Level of support for flexible kerbside spaces (business owners)

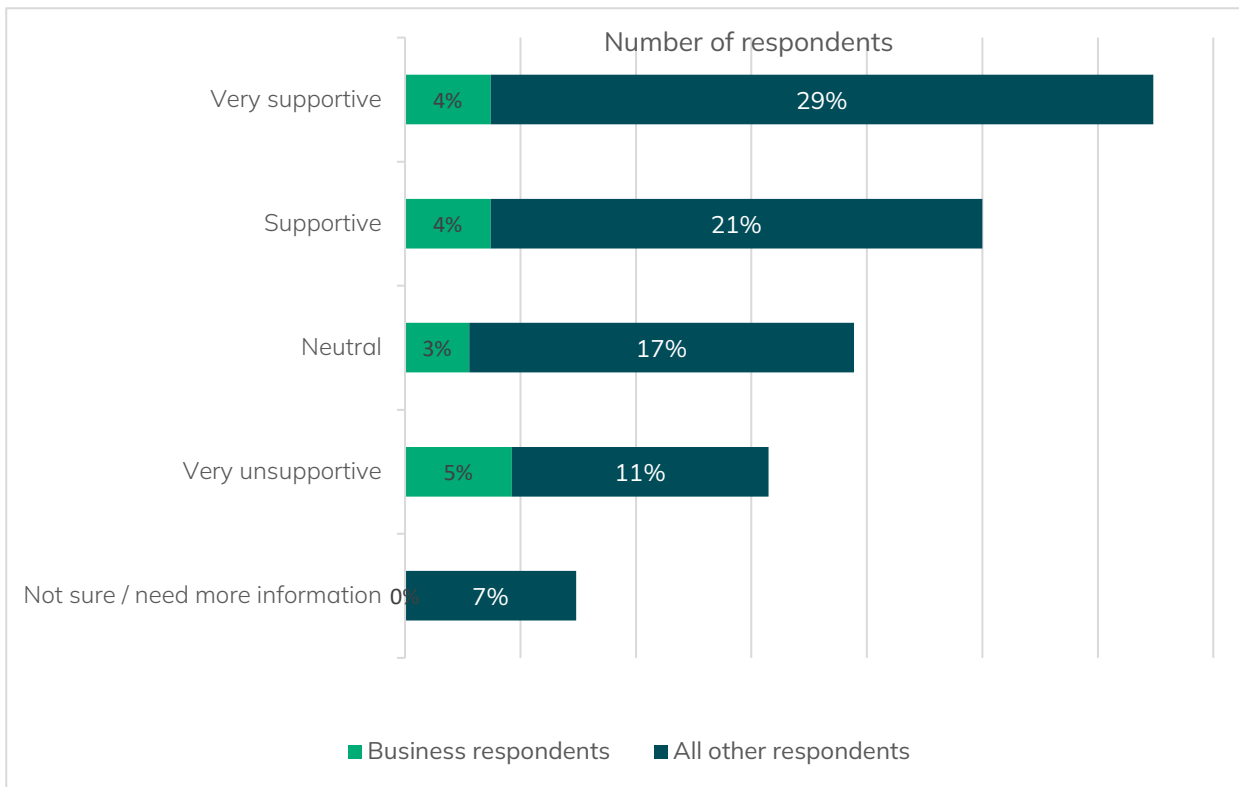
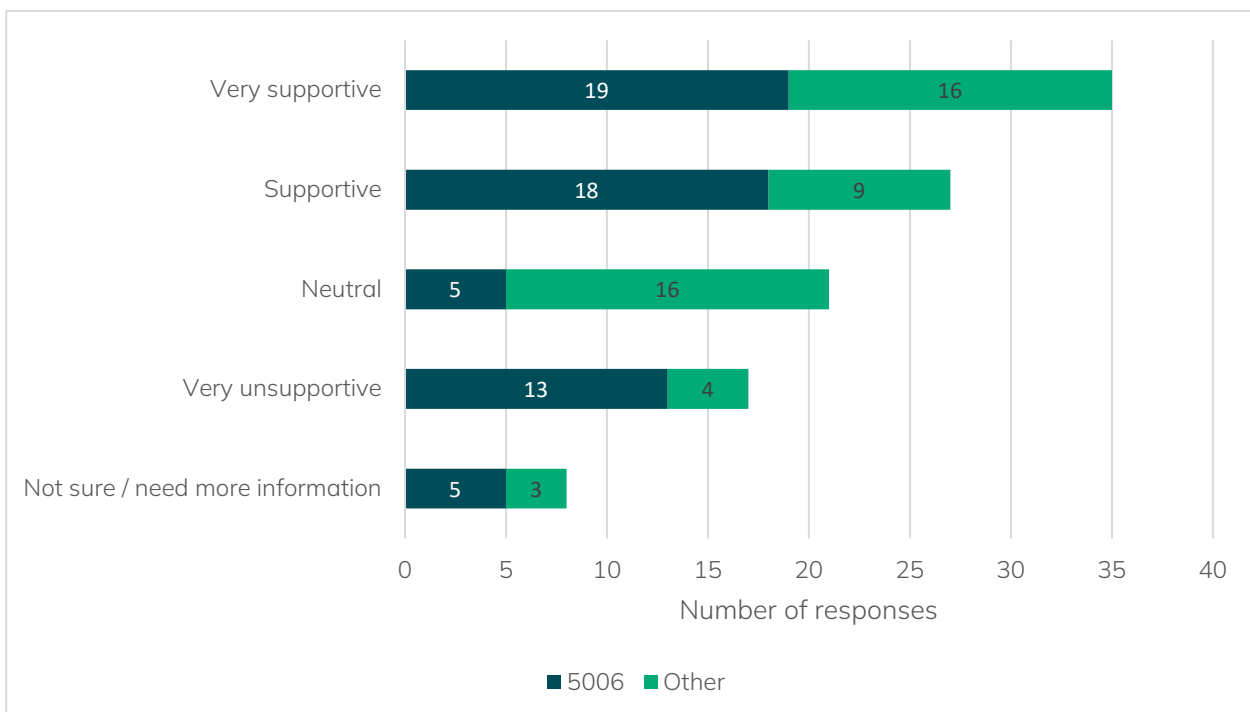


Figure 15: Level of support for flexible kerbside spaces (post codes)



Those that support the introduction of flexible kerbside spaces, reasoned that it allows street space to be used more effectively and helps create a more vibrant, people focused environment. Respondents value that flexible areas **'don't have to be one thing or another'** and can **'multitask'**, making them **'a more efficient use of space for different uses at different days of the week and times of day'**. Some see flexible kerbside spaces as key to activation, noting it will **'bring the street alive'** and that similar treatments **'have been shown to work elsewhere.'** Supporters liked the balance it offers, with one noting they **'appreciate the flexibility and hope it is utilised instead of defaulting to parking only,'** while others highlight that flexible kerbs **'increase the footpath width when not in use and allow businesses the opportunity to have outdoor dining.'**

Respondents that do not support flexible kerbside parking focused on parking loss, safety concerns, and doubts about how the concept would work in practice. Some respondents reasoned that Melbourne Street does **'not (have) enough parking already'** and worry that **'reducing car parking without offering parking elsewhere is detrimental to business,'** with fears that customers will **'go elsewhere'**. Others point to poor experiences with similar layouts, saying the model on King William Road is **'terrible,' 'too difficult to park in,'** and **'clearly hasn't worked.'** There is also distrust of the flexibility itself, with some believing it **'will never be put into practice'** and will either stay as parking or push cars into **'small side streets.'** Safety is another key concern, with kerbside dining described as **'too close to the road,'** feeling **'very vulnerable without separation,'** and creating risks for diners, staff, cyclists and drivers.

Question 13: Reduced speed limits

Respondents were invited to indicate their level of support for reducing vehicle speeds along Melbourne Street to create a safer and calmer street. It is important to note that while a reduction to 30 km/h was referenced elsewhere in the proposed concept plan, the survey question did not specify a particular speed limit. Accordingly, responses reflect sentiment toward speed reduction in general unless respondents explicitly referred to a specific speed (9 specific mentions).

65 respondents indicated that they were **very supportive** of reduced speed limits on Melbourne Street, with a further 13 indicating support. This level of support was evenly shared between those residing in North Adelaide and those residing elsewhere (refer Figure 16).

Those respondents that use private vehicles to travel to or through Melbourne Street were very supportive or supportive of reduced speed limits (49 respondents, refer Figure 17).

Commentary also shows strong support for lowering speed limits, with respondents viewing this as essential to improving safety, amenity and reinforcing Melbourne Street's role as a destination rather than a traffic corridor. Many respondents emphasised pedestrian safety and comfort, noting that slower speeds would **'make it safer for pedestrians,'** particularly for respondents such as a **'mum of two young children'** and for **'an elderly couple'** who find current traffic conditions intimidating. Reduced speeds were also widely linked to creating a place people want to spend time, with respondents noting that **'this is a street not a road. Throughput shouldn't be a priority'**. Supporters highlighted benefits for local businesses and street life, suggesting slower traffic would **'enable people to see what is available and possibly stop to**

visit businesses' and reduce the 'loud, fast traffic [that] makes the road uncomfortable and discourages outdoor dining.'

Neutral and very unsupportive responses made up 28 responses. Opposition to reduced speed limits centred on concerns about congestion, traffic function and the necessity of change, with many respondents suggesting that Melbourne Street already operates slowly under current conditions. Several questioned the value of lowering speeds when 'during the peak hour times...the speed is already about 30 km/hr.' Others expressed concern that reduced speeds would worsen congestion and driver frustration, warning that 'slowing traffic increases congestion' and could create 'phantom traffic jams.' Melbourne Street was viewed by this group as an important connection to the CBD, with some stating that 'it's a main route, traffic should flow quickly.' There was particular resistance to a 30 km/h limit, described by several respondents as 'too slow' or 'impractically low,' with concerns it would 'divert traffic to other roads.'

Figure 16: Level of support for reduced speed limits

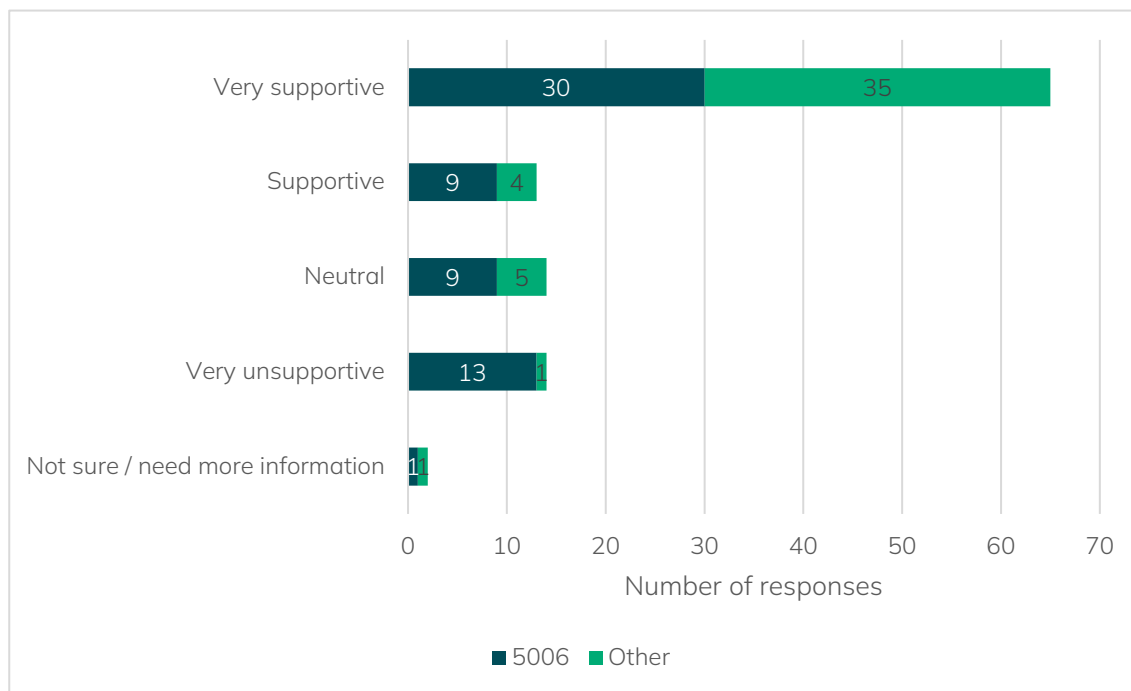
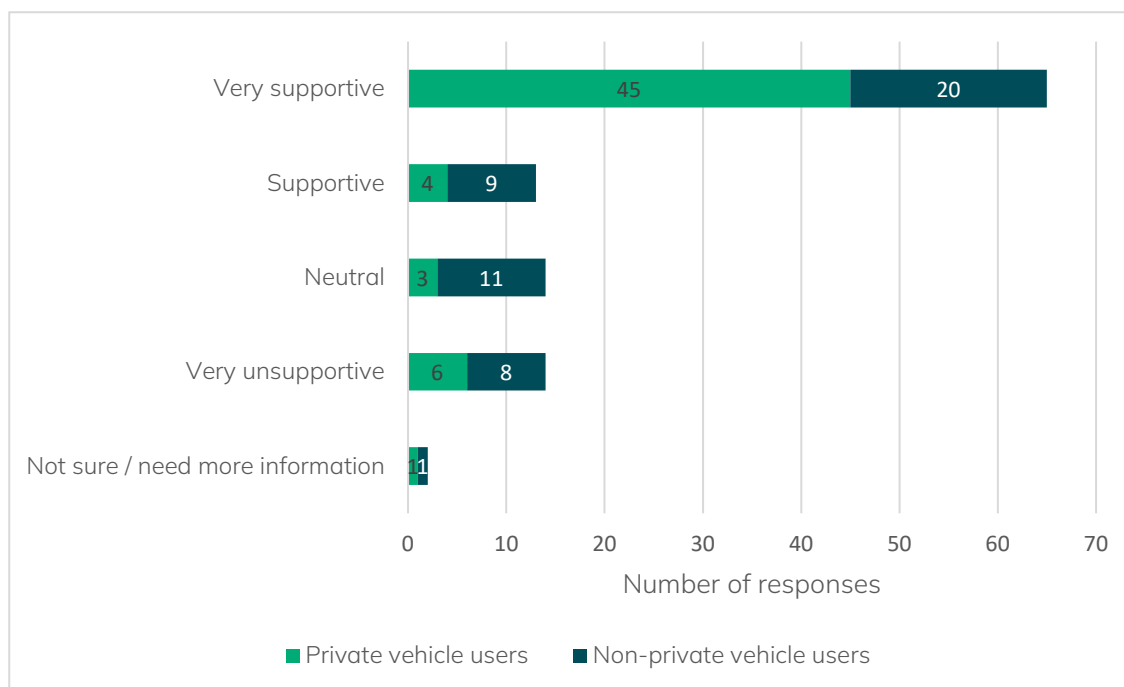


Figure 17: Level of support for reduced speed limits (private vehicle users)



Question 14: Bus stop consolidation

Respondents were invited to indicate their level of support to combine bus stops 3 and 3a into a single bus stop (refer Figure 18).

65 respondents indicated they were very supportive or supportive of bus stop consolidation.

Respondents that gave support to bus stop consolidation viewed the change as practical and efficient. Respondents repeatedly said the proposal **'makes sense'** and would result in **'less traffic holdups'** by reducing frequent bus stopping along a short stretch of road. Others supported consolidation because it would **'free up more space'** for wider footpaths or **'extra parking,'** helping the street function better overall. Some respondents supporting the consolidation indicated that they use the affected stop and were generally accepting, noting it was **'slightly less convenient, but I understand the need to move it'** and that it **'requires only a few extra steps.'** Many who do not regularly use the bus felt it **'doesn't impact me but seems logical'**.

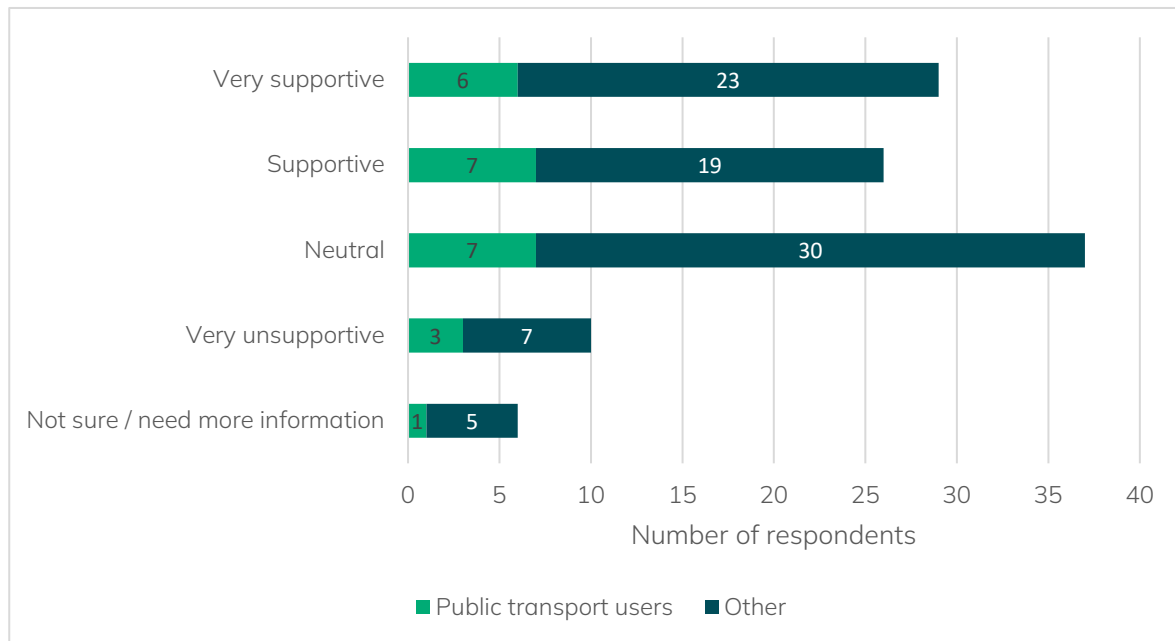
Neutral responses were indicated by 34% of respondents. Most of these respondents indicated that they don't catch the bus along Melbourne Street and therefore didn't want to comment.

9% of responses indicated that they were very unsupportive of consolidating bus stops many of these respondents indicated that they regularly catch buses from the affected stops.

Those that did not support the consolidation mentioned that they rely on the stop to access medical services with one respondent highlighting that the affected bus stops are **'the stops I use regularly to go to and from the City'**. Concerns about accessibility were raised, noting that **'lots of older people use this area and shouldn't be made to walk too far'** and that moving the stop would make trips **'less easy'** for those already vulnerable. Some expressed that public transport should be prioritised over parking, with

comments describing the change as ‘reducing public transport options for the sake of a couple of car parks,’ which was called ‘ridiculous and retrograde.’ Others argued that ‘we should be supporting more public transportation use, not removing bus stops,’ warning that making buses harder to access ‘does not promote not using your car.’

Figure 18: Level of support for bus stop consolidation



Question 15. Greening

Respondents were invited to indicate their level of support for proposed greening initiatives along Melbourne Street including new trees and garden beds (refer Figure 19).

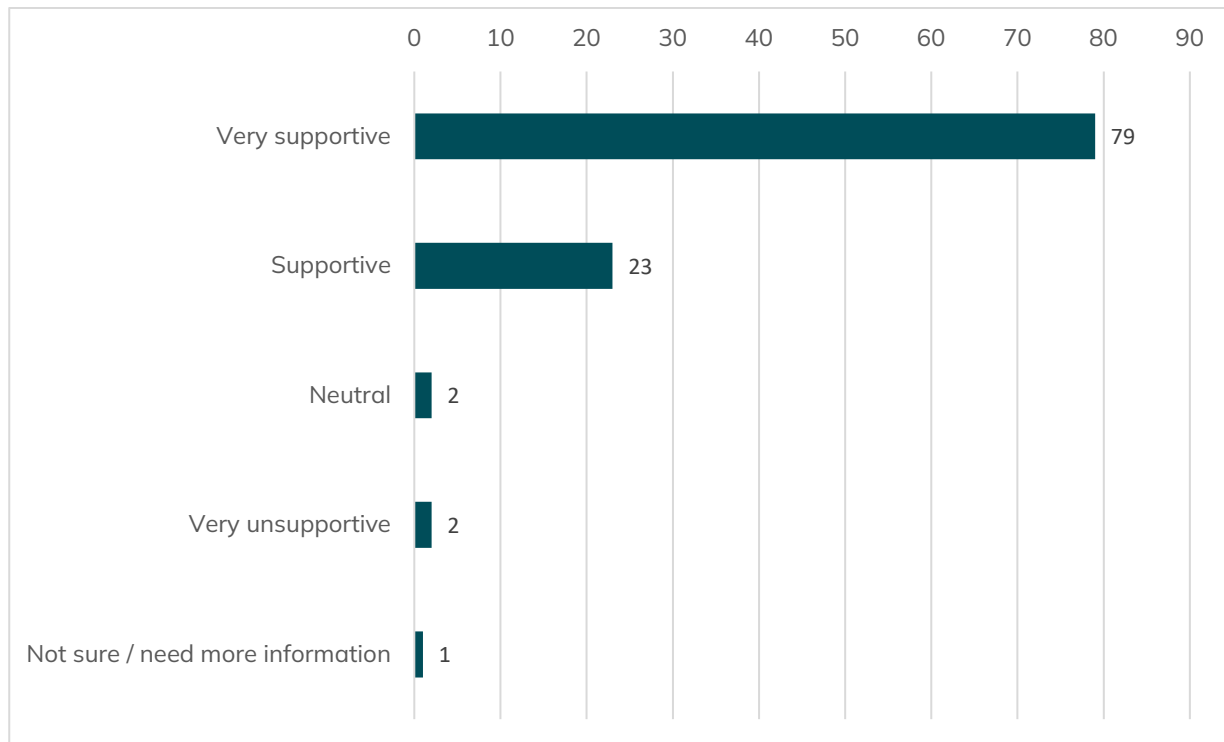
Almost three-quarters of responses to this question (79) indicated that respondents were very supportive of including greening initiatives as part of the proposed concept design. A further 23 respondents indicated support.

Respondents that support increased greening, saw the benefits in shade, cooling, and a more pleasant public space. Some described the street as ‘so hot to walk down in summer’ and said that trees would ‘cool the street, counteract the heat from the built environment’ and provide ‘valuable cooling.’

Respondents emphasised environmental and wellbeing benefits, noting that trees ‘do wonders for the local environment,’ ‘absorb CO₂, create oxygen,’ and support birds and wildlife. Respondents also linked greening to comfort, inclusion, and economic vitality, saying shaded, green streets are ‘more inviting,’ ‘prettier,’ and ‘attract diners.’ While support for greening is strong, it is conditional on quality and care, with frequent calls for ‘the right trees, in the right places, properly maintained,’ reflecting a shared desire for large, consistent canopy trees that make the street cooler, greener, and more enjoyable to spend time in.

There were small percentages of respondents that were neutral or very unsupportive of proposed greening inclusions. Respondents that were unsupportive of greening initiatives were more focused on retaining or increasing parking saying, **'this will just eat up more room for parking'** and **'not if it (greening) reduces parking'**.

Figure 19: Level of support for greening



Question 16. Cycling treatments

Respondents were invited to indicate their level of support for cycling treatments included in the proposed concept design (refer Figure 20).

Over half of responses (35 responses) indicated that respondents were very supportive or supportive of the proposed cycling treatments. This support was evenly distributed between cyclists and non-cyclists.

A high level of respondents selected neutral as their chosen response (30 responses).

Respondents who indicated their support for proposed cycling treatments indicated that they are necessary to improve safety, accessibility and everyday usability of Melbourne Street. Current conditions were described as unsafe with respondents stating it is a **'busy and dangerous bike route'** and that **'the current road is hostile to cycling, and dangerous to ride through.'** Respondents felt that clearer space for cyclists and lower speeds will encourage more people to ride, including those who currently avoid the street: One respondent said that **'I am too scared to ride my bike but if the streets are made safer this will encourage me,'** and **'as a bicycle user, I tend to not use Melbourne St due to the poor bike lanes and busy traffic.'** Comments also noted that **'more and more people are using the bicycle as everyday transport,**

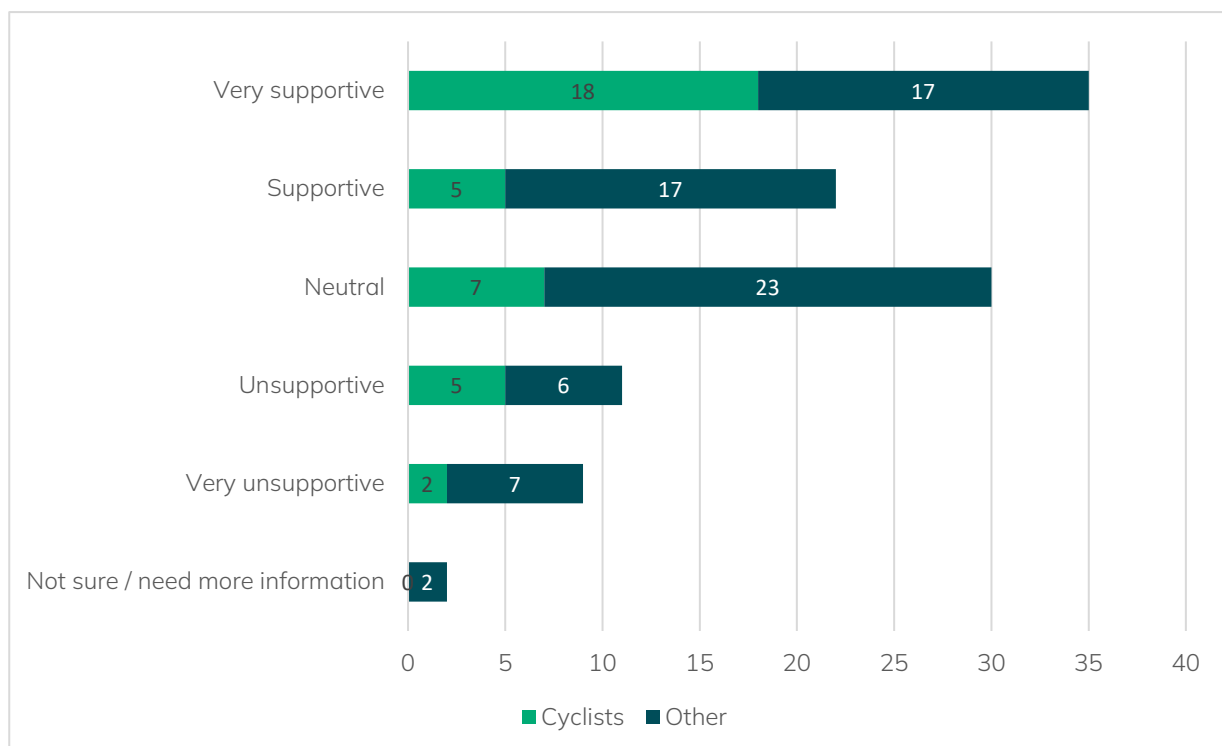
especially with more e-bikes being available,' and that it 'should be made as safe as possible.' Many also link cycle improvements to broader community benefits, including reduced car traffic and emissions, with one respondent saying the changes will 'help promote cycling hopefully leading to a reduction to motor traffic'.

A further 20 respondents did not support the proposed cycling treatments, with 11 indicating they were unsupportive and 9 indicating that they were very unsupportive.

Respondents that did not support the proposed cycling treatments expressed concern that Melbourne Street is 'not suitable for bikes,' describing it as 'too narrow' and a 'busy thoroughfare' with high traffic volumes and ambulance movements. A recurring theme was that the changes could 'clog up the major thoroughfare' and create 'chaos,' particularly if traffic lanes or turning movements are reduced.

Participants questioned the effectiveness of the proposed measures, noting that 'road markings don't make it safer for cyclists' and that bike racks alone are 'not good enough,' with some stating the changes 'won't help me feel safe to cycle.' Concerns were also raised about the loss of 'valuable parking' and increased risks from vehicles pulling out or 'dooring cyclists.' Several respondents suggested cyclists should be 'directed onto other streets in parallel' where routes already exist, while others felt investment was unjustified because 'very few cyclists use this route.'

Figure 20: Level of support for cycling treatments



Question 17. Public art and identity element

Respondents were invited to indicate whether they were aware of the existing art and design features in Melbourne Street (i.e., ash tree memorial, fork sculpture and murals).

Of those that responded, over two thirds were aware of the existing art and design features (refer Figure 21). Respondents who were aware were then asked to provide feedback on what they liked and what could be improved to inform future art and design themes.

What do you like about these existing art and design features?

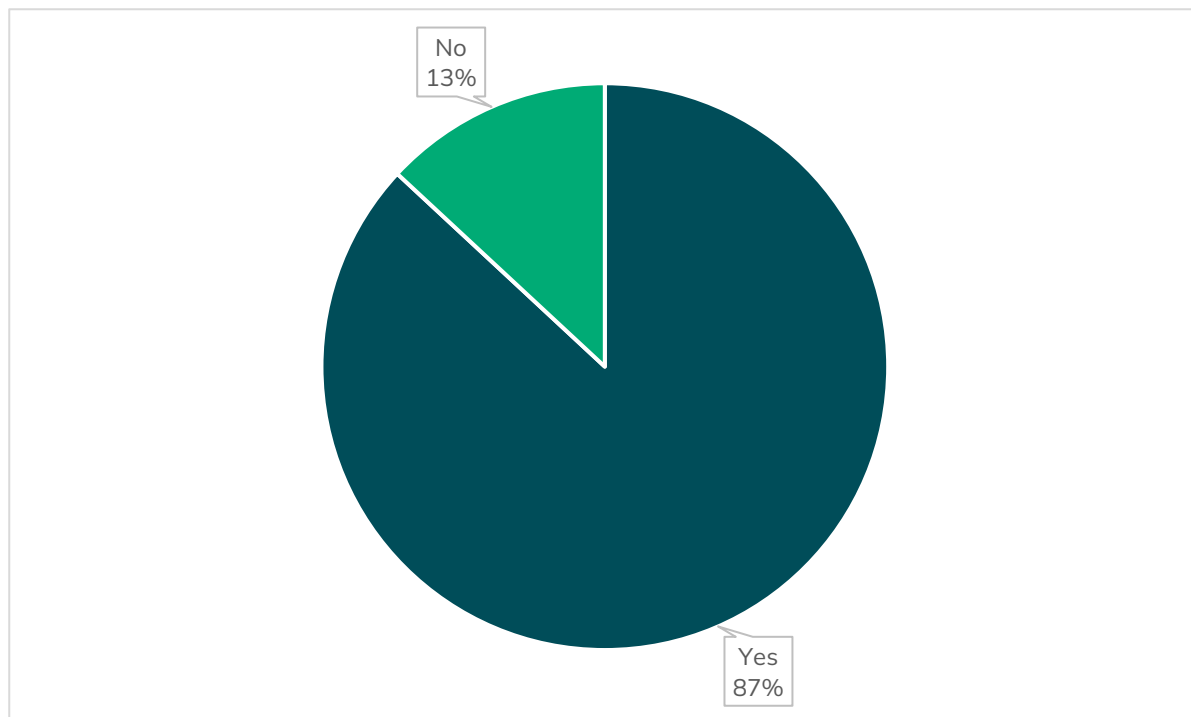
Many respondents value the existing art and design features for the character, identity and visual interest they bring to Melbourne Street. The street was frequently described as feeling **'quirky and unique'** and **'very Melbourne Street,'** with respondents appreciating that the artworks help distinguish the street from other destinations. Artworks were seen as adding colour, personality and moments of interest that encourage people to slow down, stop and engage with the street, with comments noting they reflect **'a caring, proud and civilised community.'**

The playful, changing nature of the art is also widely liked, particularly the mannequins and seasonal elements. Many people enjoy how they evolve across the year, calling them **'fun,' 'whimsical,'** and something that **'makes me smile'**. Families and children were noted as especially engaged, with comments such as **'kids love seeing the mannequins change for events and seasons'** and **'I took so many photos along all year round!'**

What do you think could improve art and design featured in Melbourne Street?

Art and design could be improved by making it more modern, local and changeable, with strong links to greenery and community use. Many respondents felt that **'more of it'** would improve streets, particularly when it **'adds colour, character, life and interest'** and helps **'create a unique environment'**. There was clear support for **'giving preference to local artists'** and for **'active and changing art spaces'** that are refreshed regularly, rather than permanent installations. Several people suggested combining art with nature, noting that **'more greenery... plant-based art like gardens'** would make spaces more cheerful and welcoming. Others highlighted the potential of art to manage graffiti, suggesting it be placed **'anywhere you think graffiti might show up'**, while sceptical voices stressed the need for care and purpose, describing poorly executed art as an **'absolute waste of money'**.

Figure 21: Respondent awareness of existing art and design features

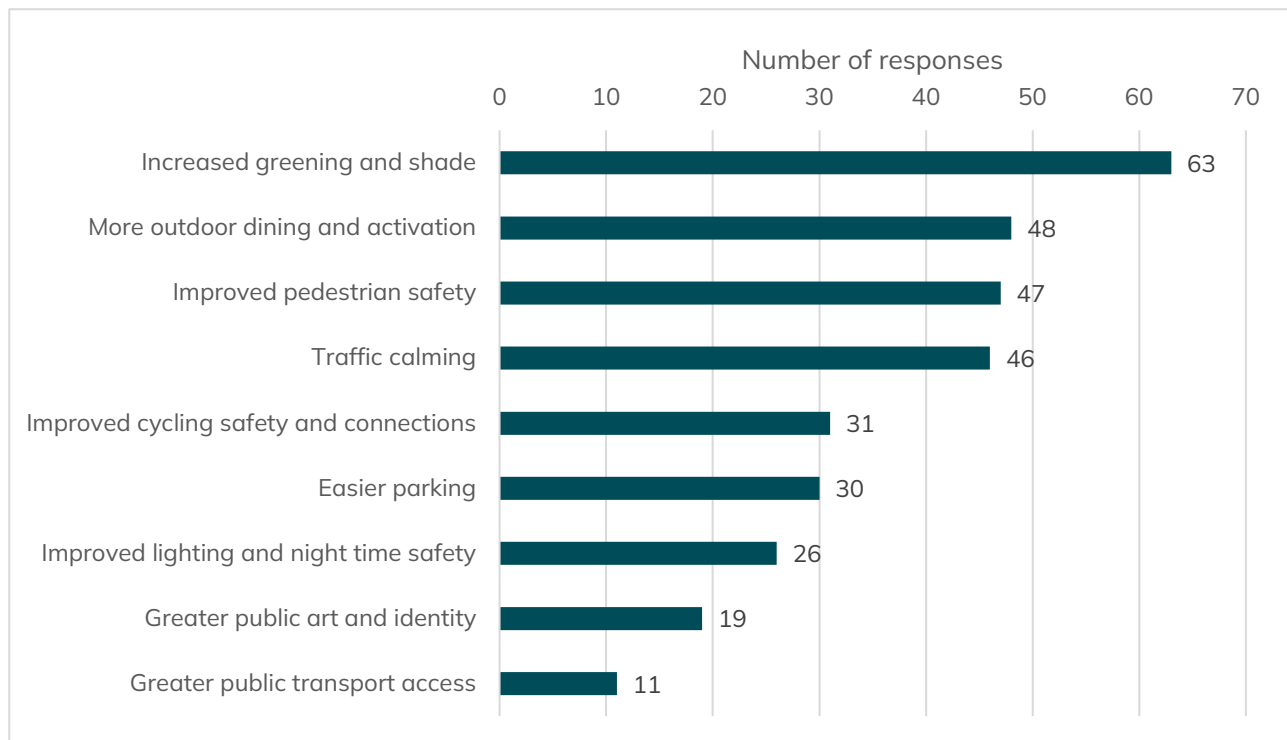


Question 18: What element of the concept plan would you most like to see in revitalising Melbourne Street?

Respondents were invited to select up to three elements of the proposed concept plan that they would like included in revitalising Melbourne Street (refer Figure 22)

The most selected response was **increased greening and shade** (63 responses). Respondents also wanted to see **more outdoor dining and activation** (48 responses), **improved pedestrian safety** (47 responses) and **traffic calming** (46 responses).

Figure 22: Concept plan elements prioritisation



Question 19: Do you have any other comments or suggestions for the Melbourne Street Revitalisation Project?

The final survey questions provided the opportunity for respondents to provide additional comments or suggestions for the revitalisation project. The majority of respondents took this opportunity with many reiterating their sentiment overall and on particular design elements within the concept plan.

This feedback is summarised thematically below.

Pedestrian Priority and Safety

There was strong and consistent support for prioritising pedestrians through safer, more legible streetscape design. Many respondents emphasised the importance of raised, continuous (at grade) footpaths across side streets, with one stating that **‘continuous footpaths across the side streets would be better – make the cars go over the footpath rather than require people to go down to the asphalt level.’** Others reinforced this view, noting that raised crossings **‘at the footpath grade/level’** are essential to alert drivers that Melbourne Street is **‘designed more for pedestrians than vehicles.’** Slower vehicle speeds were also widely supported, which several respondents felt would **‘make the biggest difference’** to safety and comfort.

Cycling Infrastructure

Feedback on cycling infrastructure was mixed. A number of respondents felt the proposed cycling measures were inadequate, with comments such as **'try again on the cycling infrastructure, what you have planned here is very poor/disappointing'** and **'I'm not sure how the plans support improved cycling safety and connections when they do the very opposite.'** Many called for **'dedicated bike lanes'** or **'grade-separated bike paths'** to provide genuine safety improvements. Conversely, others argued that pedestrians are already safe and that cyclists **'have many alternatives.'**

Traffic Flow and Vehicle Impacts

Concerns around traffic flow and network performance were prominent, particularly at key intersections. The Jerningham Street intersection was repeatedly identified as problematic, with one respondent noting it is **'a very busy intersection'** and questioning the impacts of footpath widening. Others raised concerns about traffic diversion, asking CoA to **'speak to your traffic engineers about how to prevent cars cutting through Stanley and Sussex Streets to avoid Melbourne Street.'** Emergency access was also a concern, particularly in relation to the Women's and Children's Hospital, with one respondent suggesting pedestrian prioritisation **'should wait until the WCH moves location'** to avoid detrimental impacts.

Parking Provision and Management

Parking generated the most polarised feedback. Some respondents advocated strongly for reducing or removing on street parking, stating that **'to achieve the stated aims of the project, on-street parking must be minimised'** or that CoA should **'just remove 100% of all the parking spaces.'** Others, however, warned against parking loss without replacement, stressing that it is **'critical to not reduce parking without replacing it.'** Several respondents noted that existing parking is under-utilised due to lack of visibility, suggesting **'a sign with available park numbers would be great.'** Comparisons were frequently drawn to the flexible kerbside parking along King William Road, Hyde Park, with mixed views, including that **'people absolutely hate the parking spaces, bollards etc there,'** while Prospect Road was cited as a more successful example.

Business Viability and Economic Activation

Many respondents expressed concern about declining business activity and vacant shops along Melbourne Street. Comments highlighted that **'many restaurants have closed in 2025 and nothing is taking their place,'** with others noting the street is increasingly **'replaced by an office not another retailer.'** There were calls for CoA intervention, including rent subsidies and incentives, with suggestions that **'Council should subsidise rents and encourage businesses to set up.'** Fees for pavement use were also criticised, with one respondent stating that **'charging for pavement use for cafés has killed several already - review your fees.'** Avoiding prolonged construction disruption was a strong theme, with repeated warnings not to **'have another Jetty Road saga.'**

Outdoor Dining, Amenity and Residential Impact

Outdoor dining was viewed as a key opportunity for revitalisation, with respondents suggesting that **'by increasing outdoor dining and reconsidering strict licensing bounds, Melbourne Street could become the**

centre for enjoying eating and drinking with friends.' At the same time, nearby residents emphasised the need for balance, warning that **'outdoor dining must have strict closing times and noise limits to protect nearby residents, especially families with young children.'** These comments highlight the importance of managing the night-time economy to ensure vibrancy does not come at the expense of residential amenity.

Streetscape Quality, Identity and Experience

Some respondents expressed a desire for a more cohesive, attractive streetscape. Many called for **'more street trees'** and fewer planters, with some noting that **'excess planters just promote dead plants and do nothing to improve the area.'** A consistent theme was the aspiration for a distinctive identity, with references to a **'more cohesive, European-inspired feel that puts people first, not traffic.'** Requests also included better lighting, street art, music, public Wi-Fi, and improved e-scooter management to enhance the overall visitor experience.

Overall Vision and Confidence in Delivery

Overall, there was strong support for the intent of the project, with many respondents expressing optimism that **'the plans look great'** and describing Melbourne Street as **'gorgeous and charming.'** However, this optimism was tempered by scepticism, with some respondents stating they **'really hope Council listens to the consultation results'** and expressing concern that previous feedback in other projects had been ignored. A recurring message was the importance of ensuring the key pedestrian-focused elements **'survive the concept phase'** and are delivered as promised.

Heritage, Built Form and Development Control

While outside of the scope of the Melbourne Street Revitalisation Project, some respondents took the opportunity to express their views on heritage protection and building heights. Some expressed their opposition to large scale redevelopment, with comments such as **'do not let developers build ghastly towers - three storeys should be the max on all sites'** and **'stop knocking down beautiful old buildings.'** Respondents emphasised that Melbourne Street's heritage character **'draws tourists and is why we love North Adelaide,'** and several expressed distrust of future development controls, warning that boundary-pushing developments **'go against efforts to greenify and humanise the street.'**

7. Community events feedback

7.1 Community pop up events

Two pop-up events were held during the engagement period on:

- Friday 13 March 2026, 12-2pm
- Saturday, 14 March, 9am – 11am

Both pop-up events were held on the corner of Jerningham and Melbourne Streets (outside TerryWhite Chemmart pharmacy) and promoted in all engagement collateral and through CoA social media channels.

The pop-up events provided the opportunity for interested community members to view the concept design and ask questions of the project team.

About 61 people participated across the two pop-up events. Most attendees were local residents or business owners and had intentionally planned to attend. There were only a couple of attendees who happened to be visiting Melbourne Street at the time of an event.

Across the two events, attendees expressed strong views about the overall function and vibrancy of Melbourne Street and about particular design elements of the concept plan. The below sections summarise the feedback received at these events. As it is drawn from staff notes, it is thematic in nature and is intended as a high-level summary rather than a verbatim transcript.

- **Overall sentiment**
 - Strong support for revitalising Melbourne Street to improve pedestrian amenities, enhance street vibrancy, and better support local businesses
 - Broad endorsement for upgrades to street furniture, lighting, greening, and paving treatments. Many participants noted that 'Melbourne Street is due for an upgrade', citing tripping hazards, inconsistent street furniture, and need for beautification
 - Consistent support for increased tree canopy to improve footpath shading and comfort.
 - Interest in precinct banners and signage to help establish Melbourne Street as a stronger 'destination.' Many expressed a desire for this treatment to continue along the full length of the street, similar to Unley Road or Hahndorf.
 - Support for bus stop consolidation, with many noting that the current stops feel too close together. Participants felt consolidation could improve bus efficiency and free kerbside space for other uses.
 - Mixed views on flexible kerbside spaces. Many felt these could increase street vibrancy through outdoor dining, events, and activations (provided they are managed well).
 - Some support for a reduced speed limit, with the belief that it would improve pedestrian safety and encourage visitors to spend more time in the precinct.

- **Concerns about design elements**

- Potential impacts of lowering the speed limit on traffic flow and spill-over into surrounding residential streets. Some suggested installing speed bumps to discourage rat-running. A reduction to 40 km/h was seen as more acceptable to some.
- Challenges at the Jerningham Street intersection, particularly the right-turn movements that currently cause traffic to queue.
- Concerns about flexi zones reducing parking availability, particularly if too many are allocated to outdoor dining or activation rather than parking. Some asked whether the CoA would set a maximum number.
- Parking availability more broadly was a significant concern for both residents and business owners. Many felt that limited parking could deter visitors.
- Uncertainty about how engagement feedback will influence the detailed design, with some expressing concern about how decisions will ultimately be made.

- **Suggestions for improvement**

- Extend pedestrian crossing times at signalised intersections, especially at Jerningham Street, and introduce visible countdown timers.
- Ensure accessible kerb ramps and pathways are integrated into final designs.
- Introduce recycling bins alongside standard waste bins.
- Apply consistent place-marking signage along the full length of Melbourne Street, including a prominent banner at the Jerningham intersection.
- Ensure motorists can clearly identify whether a flexi zone space is operating as a parking space versus other uses.
- Increase footpath shading through additional tree planting wherever possible.
- Install more drinking fountains, including dog-friendly options, as the area is popular with dog walkers.



7.2 Business Forum

14 representatives from local businesses attended the dedicated business forum held at the Lion Hotel between 5-7pm on Monday 16 March 2026. The forum brought together a diverse mix of retail, hospitality and boutique businesses, providing an opportunity for operators with different trading models and perspectives to discuss the proposed concept design.

The session outlined the proposed concept design for Melbourne Street, including key elements such as parking, access, pedestrian safety, public space and street activation, as well as providing an overview of the engagement process and opportunities for feedback. The forum featured a slide presentation and was supported by senior project management and City of Adelaide staff. It was facilitated by an experienced URPS facilitator and included a Q&A session to enable questions to be asked, clarification sought about the proposed concept design and feedback provided.

Feedback highlighted strong concern regarding the potential loss of on-street parking, questions about the purpose and implementation of flexible kerbside spaces, mixed views on speed limits and safety measures, and a range of detailed questions about design intent, fees, construction disruption and project timing. Participants also raised broader concerns about business viability, access, lighting, streetscape quality and the ability of the upgrade to attract new businesses. This feedback is summarised below.

- **Car parking**

Parking was the most prominent concern, with many participants highlighting its vital role in supporting business viability. Key points raised included:

- A strong belief that if customers cannot park easily on Melbourne Street, they will choose to continue driving to the city or other precincts.
- Concerns that removing even a small number of spaces would have a disproportionate impact, given the lack of 'depth' for parking in surrounding side streets.
- Repeated questions about where customers would park if outdoor dining were expanded or if additional flexi-zones were introduced.
- Requests for certainty about whether there would be a cap on the number of car parks that could be converted to non-parking uses, and how this would be controlled over time.
- Questions about whether CoA views parking as a priority and whether the proposed approach assumes businesses are willing to lose spaces.
- Concerns from service-based businesses about access requirements for clients, including those with mobility or health-related needs.

- **Concerns about flexible kerbside spaces**

Participants expressed scepticism about the rationale for flexible kerbside spaces and their suitability for Melbourne Street. Points raised included:

- Questions about why flexible kerbside spaces are being proposed and where the idea originated.

Recommendation 4 - Item 7.4 - Attachment A

- Concerns that outdoor dining would reduce parking without delivering proportional benefits for the wider business mix.
- Comparisons to King William Road, with participants noting that flexi-zones there are difficult to access and have coincided with business closures.
- Questions about what fees would be charged for outdoor dining and how costs would be distributed fairly between businesses.

• Traffic and speed limits

There were mixed views on traffic calming and speed reductions. Issues raised included:

- Discussion about whether Melbourne Street should continue to operate as a key thoroughfare rather than a slower, pedestrian-focused street.
- Suggestions that reducing the speed limit to 40 km/h initially may be more appropriate than a drop to 30 km/h.
- Confusion about how wombat crossings would operate and their implications for traffic flow.
- Concerns about encouraging cycling on Melbourne Street, with questions about whether nearby streets such as Finnis Street and Stanley Street might be safer alternatives.



• Streetscape and maintenance

Participants raised several detailed comments about streetscape quality and presentation, including:

- Concerns about planter boxes attached to poles, described by one participant as 'coffins for dead plants,' with suggestions that planting needs to be practical and well maintained.
- Questions about whether additional lighting is proposed and requests for improved illumination, particularly given reports that the street is currently very dark at night.
- Suggestions that lighting poles and other infrastructure could be refreshed or repainted to improve the street's appearance.

• Construction impacts and project delivery

- Whether construction would occur outside business hours to minimise disruption.
- How CoA will prevent extended disruption similar to that experienced during works on Jetty Road.
- Questions about the project timeline, including whether a lengthy delay between consultation and construction could occur.

7.3 Stakeholder meetings

7.3.1 North Adelaide Precinct Association

Project team representatives met with five members of the North Adelaide Precinct Association (NAPA) on Monday 2 March 2026. At the meeting, the proposed concept design was presented and discussed.

Discussion focused on:

- **Greening:** Tree selection to prioritise shade, using evergreen and native species. Example given of Plane Trees along Stanley Street causing a maintenance issue and damage from leaf litter.
- **Crossing points:** Clarification of number and type of crossing points and questioning whether there is too many and what traffic movement impact could result.
- **Bike infrastructure:** Support given to cycling treatments, including the absence of a dedicated bike lane noting that Melbourne Street is too narrow
- **Flexible kerbside spaces:** Some concern expressed about the loss of parking from the introduction of flexible kerbside spaces with some members equating loss of parking as detrimental to business operations. Also questions about how they would operate, with a desire expressed to have business owners determine how the spaces are used.
- **Reduced speed limits:** Some reservation around speed reductions to 30km/h. While members saw benefit in increased safety and noise reduction, there was a view that drivers may be discouraged from using Melbourne Street and that this may cause a detrimental impact to business.
- **Asphalt treatment:** Support for treatment at intersections to improve safety. Want to ensure that it wears well and doesn't cause adverse impacts (i.e. noise).

Following the meeting, a formal submission was made by NAPA (refer Section 8.1).

7.3.2 North Adelaide Society

An invitation to meet was provided to the North Adelaide Society. Due to unavailability of members and conflicting priorities, the offer was declined. Other engagement opportunities, including the survey and pop up events were promoted to members as an alternative option to participate.

7.3.3 Cycling and walking advocacy groups

A meeting with representatives of Bicycle SA, Bike Adelaide and Walking SA was held on 4 March 2026. The meeting was held online via MS Teams.

At the meeting, the proposed concept design was presented and discussed, with a particular focus on design elements to support walking and cycling. Members of the project team were in attendance, including traffic subject matter experts.

Feedback provided at the meeting is summarised below:

- **Overall sentiment**

Overall support was provided for the design elements focused on walking and cycling. Participants suggested that the treatments, together with speed reductions would provide a safer environment for cyclists and pedestrians visiting Melbourne Street.

There was acceptance that Melbourne Street is narrow which does not facilitate a dedicated bike lane and that there are other nearby alternative routes more suitable for cycling commuting through the area.

Attendees encouraged the 'network thinking approach' in relation to walking and cycling treatments applied to Melbourne Street.

- **Road treatments**

There was a request for a 'scramble' crossing to be considered for the Melbourne Street / Jerningham Street intersection to prioritise pedestrians.

- **Speed reductions**

Support was given to reducing the speed to 30km/h. It was viewed that this was critical to the success of the treatments being applied to support cyclists and pedestrians. To this end, enforcement of the 30km/h speed limit was also viewed as mandatory.

- **Flexible kerbside spaces**

There was some resistance to the introduction of flexible kerbside spaces and the conflicts that this may create between vehicles, cyclists and pedestrians. It was noted that a narrower carriageway would result in difficulty for vehicles (including buses) to overtake cyclists safely. However, it was also acknowledged that a narrower carriage way will encourage improved driving behaviours which in turn should provide better safety outcomes for cyclists.

Comparisons were drawn to King William Road and the project team encouraged to learn from the City of Unley's experience when it comes to delineation of spaces, kerb gradients and space allowance between the flexible kerbside space and the carriageway.

- **Connection to Mann Terrace**

A suggestion was made to look at improvements at the intersection between Mann Terrace and Melbourne Street. Safety risks were highlighted for pedestrians and cyclists at this location and an opportunity seen to address these as part of the project.

8. Submissions

12 submissions were received during the engagement period. These can be read in full in **Appendix E**. A summary of each submission with key issues raised is outlined below.

8.1 North Adelaide Precinct Association

The North Adelaide Precinct Association (NAPA) supports the revitalisation of Melbourne Street, particularly improvements that enhance pedestrian safety, greenery, amenity and the street's identity. Acknowledging Melbourne Street's role as a neighbourhood main street serving hospitality, retail and health services, NAPA stresses that upgrades must balance urban design improvements with the everyday needs of traders and customers.

A central concern is the retention of on-street parking, which NAPA views as essential for short, purpose-driven visits such as takeaway food, medical appointments and quick shopping. The submission strongly opposes any reduction in parking supply, including through the introduction of flexi-zones, which it considers costly and unsuitable for the street's scale.

NAPA supports traffic calming measures, including raised pedestrian crossings and a reduced 40 km/h speed limit, to improve pedestrian safety and comfort. While recognising the importance of cycling, the Association recommends directing cyclists to nearby alternative routes rather than positioning Melbourne Street as a primary cycling corridor.

The submission also supports improved night-time lighting, increased street tree planting and consistent streetscape elements to strengthen Melbourne Street's character. More broadly, NAPA advocates presenting Melbourne Street as a distinct destination precinct, using cohesive furniture, lighting, greenery and heritage storytelling to enhance its appeal while maintaining accessibility for local businesses.

8.2 Walking SA

Walking SA recognised Melbourne Street as **'a key main street in North Adelaide, serving as an important destination for hospitality, retail, services, and local community activity'**. They described the project as an opportunity to strengthen Melbourne Street as **'a vibrant, people-focused destination'** and to create a more attractive and welcoming environment for residents, businesses, and visitors.

Walking SA gave support for the City of Adelaide's objectives, particularly initiatives that improve pedestrian outcomes. Walking SA stated that it **'fully supports the City of Adelaide's objectives to revitalise the street and enhance its public realm'**, with a specific focus on pedestrian safety, accessibility, comfort, and place activation.

Walking SA supported the proposed raised wombat crossings at the eastern and western ends of Melbourne Street, encouraging early delivery of these crossings to provide safety benefits as soon as possible, rather than waiting for the full street upgrade.

Walking SA expressed support for widening footpaths through the narrowing of the carriageway, particularly between Jerningham Street and Dunn Street. They emphasised the importance of prioritising pedestrian comfort in areas with high levels of café and dining activity, noting that **'prioritising wider, accessible, and uncluttered footpaths will significantly enhance the pedestrian experience'**.

Walking SA also supported increased street greening and shade, describing tree planting and landscaping as measures that **'provide shade for pedestrians, reduce urban heat, enhance comfort, encourage longer dwell times, and improve streetscape character'**.

In relation to traffic management, Walking SA supported the proposed reduction of the speed limit to 30 km/h, encouraging further consideration of lower speeds in high-activity areas.

8.3 Businesses

5 submissions were received from Melbourne Street businesses during the engagement period, including Paws Emporium, Majestic Hotel, Elder Fine Art, The Cut House and Yakitori Takumi.

- **Support for revitalisation**

Across submissions, businesses expressed general support for the revitalisation of Melbourne Street and acknowledged the value of improvements that enhance the street's appearance, amenity and overall attractiveness. Respondents recognised the potential benefits of streetscape upgrades, greening, improved lighting and public realm enhancements in creating a more appealing environment for visitors.

However, this support was consistently conditional, with businesses emphasising that beautification and revitalisation measures must complement the functional needs of the street. Submissions stressed that aesthetic improvements alone would not offset negative impacts associated with reduced parking, access or visibility, and that revitalisation efforts must be carefully balanced with the operational requirements of existing businesses to be successful.

- **Car parking**

Submissions from businesses voiced strong concerns regarding the removal of on-street parking, with all respondents identifying parking availability as critical to business viability, customer access and short-stay visits. Several submissions warned that any reduction in parking would directly lead to lost trade and, in some cases, business relocation. There was consistent opposition to flexible kerbside spaces, with businesses noting that the removal of parking spaces for outdoor dining and other uses would not deliver benefits that outweigh the loss of parking. Questions were also raised about whether the number of flexi-spaces converted to non-parking uses would be capped.

- **Construction impacts**

Some business submissions raised concerns about the potential impacts of construction on day-to-day operations, particularly noise, access restrictions and disruption to customers, deliveries and servicing. Accommodation and retail operators emphasised the need to maintain safe and continuous access to premises at all times, including for pick-up and drop-off, guest movements and waste collection.

Businesses also requested clear communication during the construction phase, including advance notice of works, management of disruption and access to a direct point of contact to address issues.

8.4 Residents

5 submissions were received from residents of the Melbourne Street area.

- **Support for revitalisation**

Overall, residents expressed support for the revitalisation of Melbourne Street and acknowledged the need for investment to improve amenity, safety and the street's role as a key main street. Several submissions welcomed efforts to enhance the public realm, improve planting and deliver a more inviting environment for residents, visitors and businesses. There was also strong support for design features that improve pedestrian safety such as the wombat crossings and decreased crossing distances. Residents also emphasised the importance of ongoing maintenance, including upkeep of planting and general cleanliness.

- **Car parking**

Residents raised concerns about existing parking pressures and the potential for these to worsen if on-street parking is reduced through implementation of flexible parking spaces. Submissions noted that nearby public car parks are already at capacity during peak periods and expressed concern that the loss of on-street parking would create additional challenges for residents, visitors and local businesses.

- **Traffic management**

Views on traffic management and speed limits were mixed. Some residents supported slower speeds and additional traffic calming to improve safety and pedestrian comfort, while others expressed concern that further speed reductions could increase congestion and negatively affect traffic flow without clear benefit. Additionally, some residents raised that reducing the speed limit on Melbourne Street may inadvertently encourage drivers to shortcut along side street. It was suggested that traffic calming measures be considered on relevant side streets to manage potential traffic redistribution and protect the safety and amenity of local residents.

- **Public transport**

Public transport, particularly bus traffic, was also raised by some residents. Concerns focused on the volume of buses using Melbourne Street and the impacts of noise, emissions and frequent stopping and starting on street amenity and the outdoor dining environment. While residents recognised the importance of public transport access, suggestions were made to review bus frequency, routing or vehicle type to ensure less impacts on pedestrian amenity.

9. Enquiries

Throughout the consultation period, contact points including email and phone were promoted to receive enquiries.

Five enquiries were received during the engagement period including two phone calls and three emails. All enquirers were provided responses and encouraged to provide written feedback via the survey or written submission.

These enquiries focused on the following aspects of the concept design:

- Environmental and biodiversity considerations including application of water sensitive urban design principles
- Greening initiatives including maintenance of existing and new plantings
- Adequacy of cycling treatments
- Clarification on timing for wombat crossing construction
- Confirmation of number of parking spaces
- Clarification on how flexible kerbside spaces would operate and the number of spaces
- Safety risks at Melbourne Street/ Park Terrace intersection
- Traffic calming treatments including pedestrian crossings, speed limit reductions and potential impacts on traffic flow and visitation
- Strategies to address vacant premises, attract new business and support existing businesses
- Concern about cycling treatments within side streets to Melbourne Street
- Management approach to construction impacts including access and noise
- Specific locations of treatments/ design in relation to businesses.

10. Key considerations

A strong participation rate was received during engagement on the proposed streetscape concept design to revitalise Melbourne Street. This included good representation from local residents, business and key stakeholders.

The engagement demonstrates broad community interest in the future of Melbourne Street and a shared desire to see it revitalised as a safer, greener and more vibrant main street.

While support for the proposed concept design is strong, the feedback calls for some elements to be refined through the next stages of design to ensure the streetscape renewal benefits businesses, residents and visitors alike.

The following key insights can be drawn from the engagement outcomes:

- Pedestrian prioritisation is supported through traffic calming initiatives, increased crossing points and wider footpaths
- There is strong support for greening initiatives to create a cooler and more inviting environment
- Art is seen as important to maintain and build on the streets unique identity
- There is broad acceptance that Melbourne Street does not facilitate safe commuter cycling, with support given to the cycling treatments proposed
- There are mixed views on the introduction of flexible kerbside spaces, with some raising the importance of on-street parking to enable businesses to thrive and others encouraging greater outdoor dining and activations to create vibrancy
- Careful design of flexible kerbside spaces was called for with many drawing negative comparisons to King William Road
- Bus stop consolidation was generally supported, however there was concern raised from those that use the bus service in relation to the impact this may have on accessibility
- There is support for lowering speed limits along Melbourne Street however there were mixed views on the level of reduction
- Some concern was raised about the potential for commuters to avoid or bypass Melbourne Street which may result in adverse impacts to business and surrounding residents.

The findings in this report provide a robust foundation to inform Council's consideration and of the streetscape concept design and progression to detailed design and construction.

Appendices

- Appendix A – Collateral
- Appendix B – Letterbox catchment areas
- Appendix C – Social Media metrics
- Appendix D – Survey verbatim comments (redacted)
- Appendix E – Submissions (redacted)

Appendix A

Collateral



February 2026

Melbourne Street

Main Street

Revitalisation

Streetscape Concept Design Consultation

Help shape the future of Melbourne Street

As part of the City of Adelaide's Main Street Program, we are revitalising Melbourne Street.

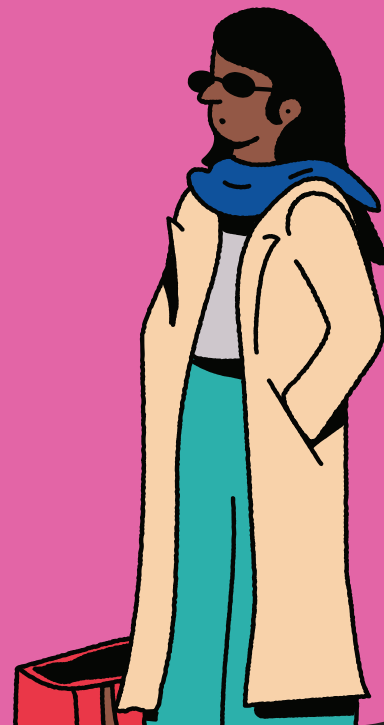
We are progressing plans to lift the appearance and functionality of Melbourne Street to elevate its appeal as a well-loved and attractive destination.

Guided by a shared vision, design principles and a Master Plan shaped through previous engagement, the plans include short-term improvement works and a long-term upgrade to the streetscape.

Improvements are already underway, with two wombat crossings soon to be established at each end of Melbourne Street.

We are now seeking your feedback on a proposed concept design for the streetscape. We want to hear your thoughts on key design features including street furniture, trees and landscaping, and proposed safety improvements.

Your feedback will help to refine the streetscape concept design and inform the next phase of design and construction.



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Melbourne Street - Main Street Revitalisation

Why is Melbourne Street being revitalised?

Melbourne Street is the focal point for lower North Adelaide with the Adelaide Park Lands as its bookends. It serves as a busy road link from the north-east suburbs into the central CBD.

It has long been valued for its diverse mix of cafés, restaurants, specialist medical practices, and boutique retailers. It has strong foundations, with opportunities to improve the streetscape to support a more consistent and connected experience.

What is the design based on?

Community input gathered through previous consultation shaped the Melbourne Street Master Plan. This plan identified community priorities for Melbourne Street as:



Creating a unique brand and identity



Refreshing the public realm



Introducing more vibrancy and creative connections



Curating a diverse business and commercial mix



Improving accessibility and connectivity for all users

What are the key features of the proposed concept design?

The concept reimagines Melbourne Street as a vibrant destination that celebrates local culture and supports businesses to thrive.

The Melbourne Street Revitalisation will see:

A more accessible, comfortable and welcoming street

- Additional greening with more street trees and landscaped areas
- New furniture including seating, rubbish bins and bike racks
- Balancing customer access and business needs with safety by retaining or reconfiguring most of the existing parking spaces
- Introducing flexible kerbside spaces and activity zones within the main strip that can be used for parking, outdoor dining or events

A safer street for all

- Pedestrians prioritised with wider footpaths and a shorter crossing distance at Jerningham Street
- Reductions to speed limits
- Traffic calming through paved intersections, kerb extensions and textured road surfaces that signal slower speeds and create safer crossing points
- Clearer road markings at intersections and along key routes to help drivers better see cyclists and understand where cyclists are likely to travel
- New improved street lighting for the precinct

Improved connectivity

- Upgraded footpaths with linkages to active transport networks and public transport amenities
- Road markings for cyclists on side streets to connect to wider cycling network
- Bike racks at bus stops to support active transport

Melbourne Street - **Main Street Revitalisation**

What else is happening?

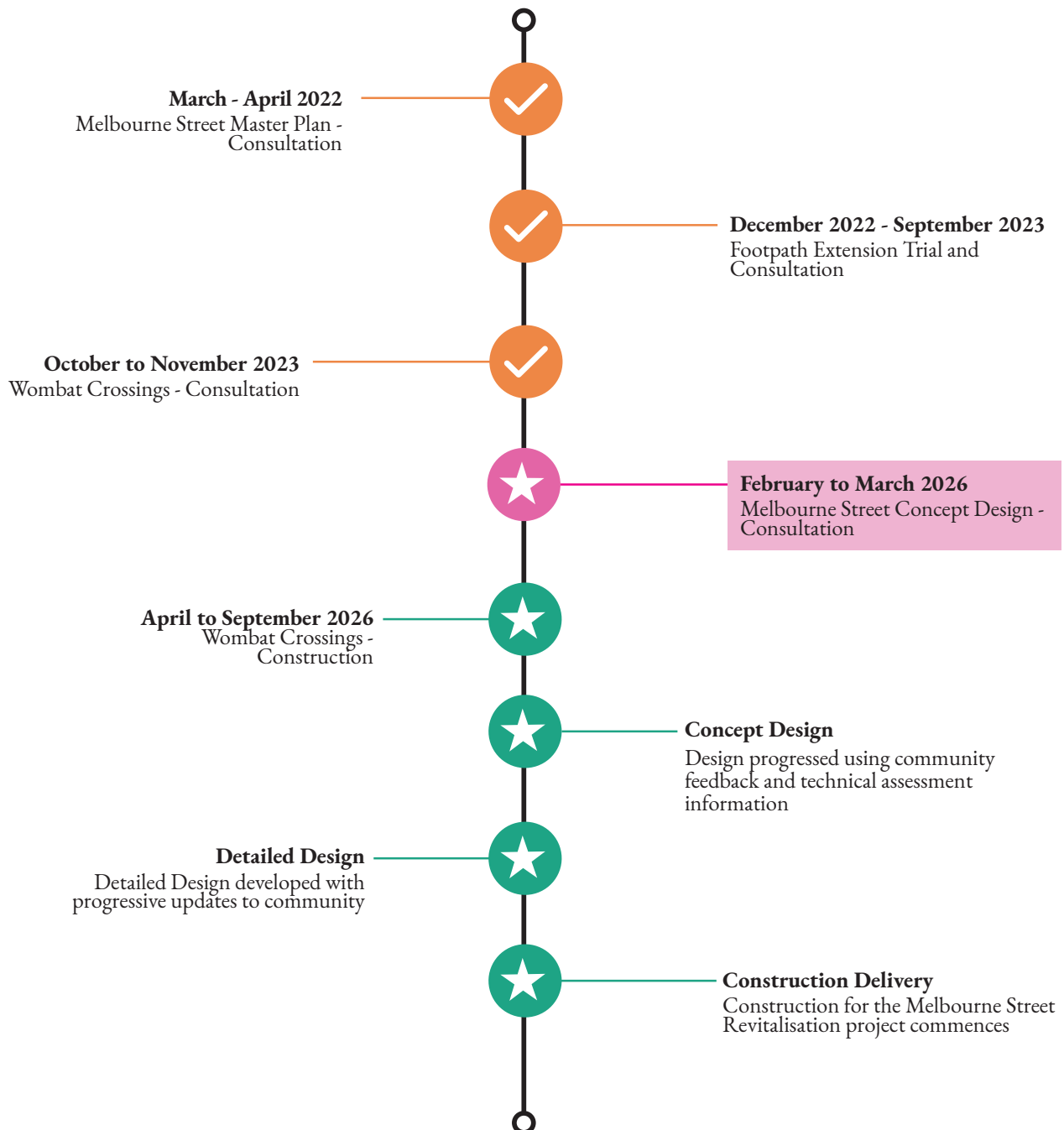
A range of short-term improvements have already been delivered on Melbourne Street, including updating and streamlining street furniture, temporary footpath extensions, lighting and greening initiatives.

Targeted safety upgrades are also progressing. Public consultation on proposed wombat crossings showed strong community support. The result will see two raised pedestrian-first crossings established at the eastern and western ends of Melbourne Street. With a 40km/h speed limit at and on approaches to the crossings, safer pedestrian crossing points will be established as bookends to the precinct.

Construction of the wombat crossings is planned for 2026 and will be delivered during the concept and detailed design stages of the broader revitalisation project.

Indicative Project Timeline

The figure below outlines the project timeline, highlighting the current consultation phase.



How do I provide my feedback?

Take our survey

Scan the QR Code to view the concept plan and take our online survey.



Visit us at a pop-up session

Come and meet the project team, view the streetscape concept plan and ask questions at one of our pop-up events.

When: Friday, 13 March
12.00 - 2.00pm

Saturday, 14 March
9.00 - 11.00am

Where: Corner Jerningham & Melbourne Streets
Outside TerryWhite Chemmart,
North Adelaide

Written Submissions

All written submissions must be received by 5.00pm on Wednesday 25 March 2026 and should be addressed to:

Community Consultation
Melbourne Street Revitalisation Project
GPO Box 2252, Adelaide SA 5001

How will my feedback be used?

We are committed to working with stakeholders and the community on the future of Melbourne Street.

Your feedback will help refine the streetscape concept design and inform the next phases of design and construction, alongside the need to balance technical and budget considerations.

Find out more

Got questions or need more information?

Visit

ouradelaide.sa.gov.au/melbourne-street

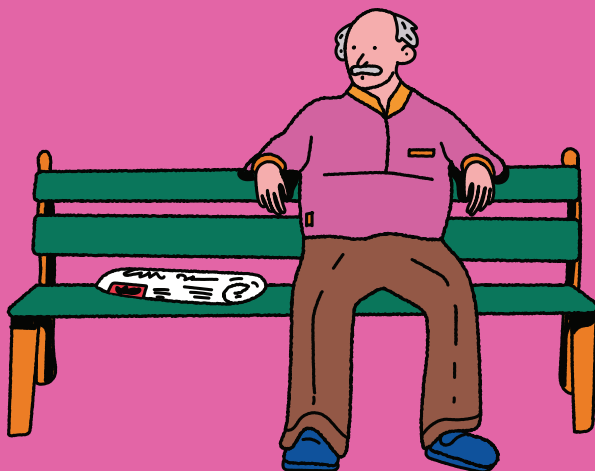
Email

feedback@melbournestreetupgrade.com.au

Call

1300 848 423

**Consultation closes at 11.59pm
Wednesday 25 March 2026**



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Concept Design Consultation

Help shape the future of Melbourne Street

You are invited to learn more about the revitalisation of Melbourne Street and provide feedback on the proposed concept design.

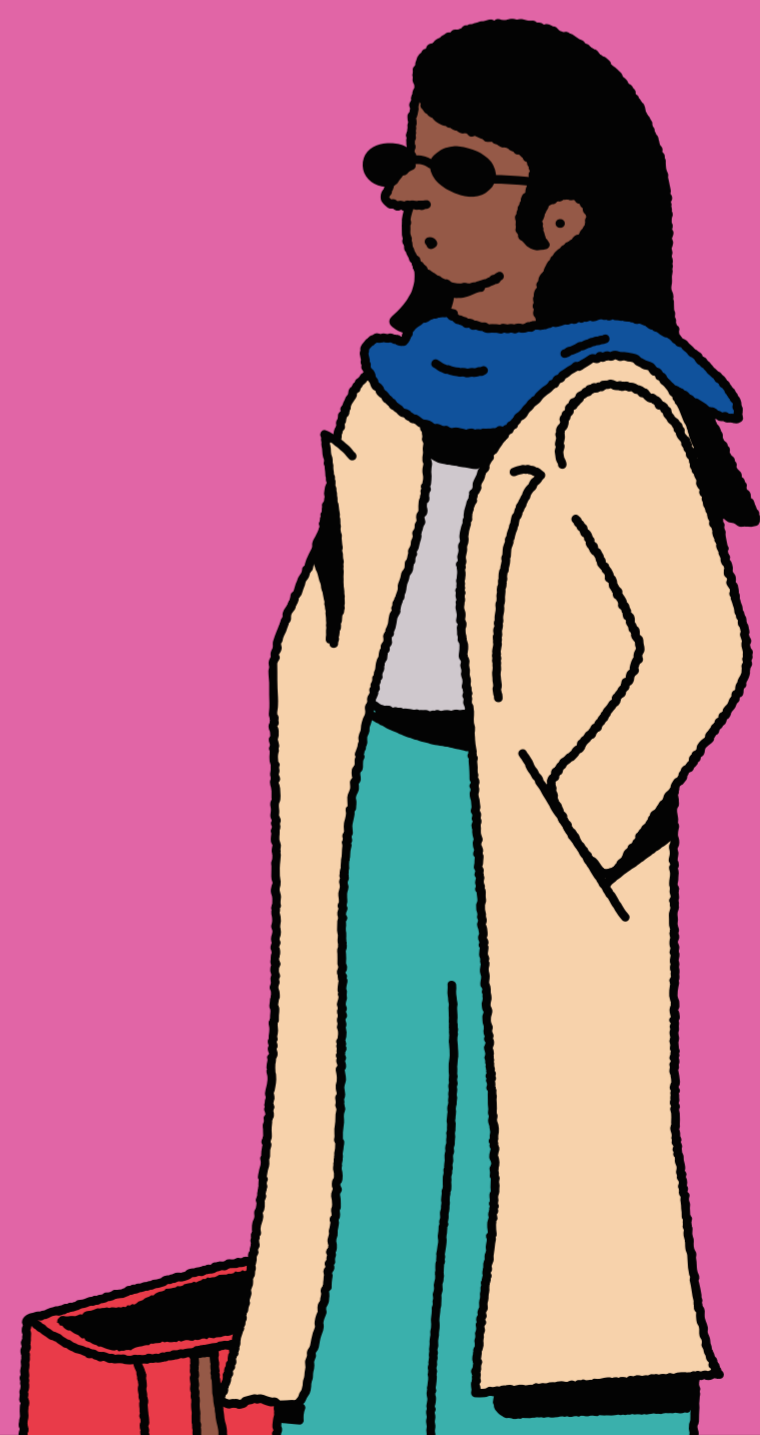
Visit us at a pop-up session

- Friday, 13 March, 12-2pm
- Saturday, 14 March, 9-11am

Corner Jerningham & Melbourne Streets
(Outside TerryWhite Chemmart)

Share your feedback by
11.59pm, Wednesday 25 March 2026

Scan the QR or visit
ouradelaide.sa.gov.au/melbourne-street



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Tell us what you think.

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Appendix B

Letterbox catchment area



Appendix C

Social Media metrics



Recommendation 4 - Item 7.4 - Attachment A

Content performance

1 filter

Missing Data



DATE ↓	POSTS		IMPRESSION	REACH	ENGAGEMENT	ENGAGEMENT	REACTIONS	COMMENTS
-	10		89,85K	56,73K	604	0,67%	477	28
23 Mar 4:36 PM		🚧 Last chance to have your sa... 📍 City of Adelaide 📍 Melbourne Street Revita...	2,15K	1,48K	3	0,14%	3	0
12 Mar 3:00 PM		🚧 Have your say on the future... @ City of Adelaide 📍 Melbourne Street Revita...	12,58K	7,39K	96	0,76%	66	2
12 Mar 3:00 PM		🚧 Have your say on the future... 📍 City of Adelaide 📍 Melbourne Street Revita...	6,22K	4,47K	29	0,47%	21	5
25 Feb 12:00 PM		Community consultation has of... @ City of Adelaide 📍 Melbourne Street Revita...	13,39K	8,02K	103	0,77%	77	6
25 Feb 12:00 PM		Community consultation has of... 📍 City of Adelaide 📍 Melbourne Street Revita...	12,87K	7,44K	51	0,4%	31	7
12 Feb 3:54 PM		🚧 Changes are coming to Mel... 📍 City of Adelaide 📍 Melbourne Street Revita...	17,64K	11,82K	105	0,6%	92	4
12 Feb 3:52 PM		Melbourne Street Revitalisation... 📍 City of Adelaide 📍 Melbourne Street Revita...	3,97K	2,76K	44	1,11%	42	2
12 Feb 3:50 PM		🚧 Changes are coming to Mel... @ City of Adelaide 📍 Melbourne Street Revita...	10,8K	6,51K	113	1,05%	91	0
22 Dec 2 5:19 PM		Community consultation will st... 📍 City of Adelaide 📍 Melbourne Street Revita...	2,61K	1,8K	28	1,07%	28	0
22 Dec 2 5:18 PM		Community consultation will st... 📍 City of Adelaide 📍 Melbourne Street Revita...	7,62K	5,05K	32	0,42%	26	2

Appendix D

Survey verbatim comments

What would encourage you to visit Melbourne Street more often or stay longer?

- Traffic able to pass through quicker and not be a bottleneck
- Better bike access from Linear Park, better cycle facilities (lane and racks)
- More parking
- nothing would
- Better cycling access. 30kmh would be fantastic for me to visit, as I don't drive. Continuous footpaths would also be good.
- more parking
- Please plant trees and water them
- Safe cycling!
- bicycle lanes along the street
- Historic buildings walking tours highlighting preserved buildings
- Safe and easy bike access by way of clear, wide bike lanes
- Improved bicycle access
- Safe cycling/bike lane and MORE bike racks - add what you think you need and then double it and it will be about right. There is never enough room to park your bike but empty carparks - insanity!
- Less street parking
- Slower traffic flow along Melbourne Street. Cars speed along with little regard to the 50 speed limit
- more car parks, much more
- Pedestrianised road would be nice or as close as you can get it
- Dedicated cycle path
- The street would benefit from stronger heritage consistency.

Overall, how supportive are you of the proposed concept design for Melbourne Street?

- I like the 30kmh vibe you are trying to create, wider footpaths and the increased shading.
- not enough car parking for working people and visitors in the area!! Especially during event / football at the oval

Recommendation 4 - Item 7.4 - Attachment A

- Speeds limit is ridiculous and does not need to be changed and we do now want our road to look like King William road with wider footpath and harder parking
- I agree many good ideas, disagree with some, and missing some.
- Firstly the removal of bus stops #3 (both sides). I am elderly & use these regularly - NO!! Removing those stops is unacceptable. And for 2 carparks! Ridiculous. Restrictions at Jerningham, activity zones, bike lanes, new pavers - all totally unnecessary.
- Please ensure bus stops have shaded seating areas.
- I've loved Melb St for years but it's turned into a car thoroughfare. This tries to turn it into a people place. I'd hope more outdoor dining follows, often want to go there but there aren't many choices.
- I don't know enough about the project, or its history, or if designers looked at what works in other cities, budgeting and source of funding.
- Melbourne Street looks tatty and uncared for. This plan should make it feel cared for and purposeful.
- Some good elements but changes to car parking is diabolical
- Melb st has 127 parks, proposing to remove 41 parks in a 200m congested location of the road will have a crippling impact to long standing businesses. surrounding parking not available due no depth of residential parking, due to surrounding parklands
- You are removing far too many carpark spaces this pushing additional cars onto a tiny one way street that is Sussex Street, residents can't get a carpark in their own street now as it. Please make Sussex st residential only. Allow people to park on Stanley
- Response is really 'somewhat unsupportive but there was no option for that. Carparking is an issue and we'd be losing spaces, need more retail/dining. Footpaths don't need widening. Footpath carparks are no good. 30km per hour speed limit not necessary
- Parking is already an issue and has been for many years. This proposal will reduce the number of parks. They need to do something about parking.
- Are current multi level apartment approvals on the street in line with "human scale density???"
- It's another not super exciting revitalisation. Just more of the same without anything bold or innovative
- 30 kms speed limit is ridiculous for a major thorough fair especially all the buses, will reslly clog up the system
- Prioritisation of cars and car parking - the speed limit is good as are the wombat crossings but it's not much.
- I completely align with you in regard to the reduced speed, quieter traffic and better use of the pedestrian area(s) but am a little concerned given I have to drive and park , people like me still need good carparking access
- the merging of bus stop 3 and 3A is good; the 2 wombat crossings are good to implement

Recommendation 4 - Item 7.4 - Attachment A

- It's a wasted street at present largely due to considerable lack of parking. If I am meeting friends in Melbourne St they find it very hard to find a park. It looks like there will be even less if footpaths are widened & bicycle lanes are added
- The concept is good but i have concerns with some elements, especially the placement of outdoor dining.
- I support slower speeds
- It's a total waste of money
- It is not clear if there would be any reduction in street parking which I would be against. I often just pop in or come for a coffee chat with friends and don't want to have problems finding a park.
- It is a street design that is not solely focused on motorised traffic. It caters quite well for active transport, and for the amenity of people spending time on Melbourne St. Bike lanes west of Jerningham St would be an improvement though.
- Raised wombat crossing should be the council's default pedestrian crossing standard. It forces the cars to slow down and makes pedestrian crossing much safer, unlike the crossing on Gouger St at the markets which is the most unsafe crossing in the city
- I think there should be a 30km/h speed limit and a fully separated bike lane
- I strongly support the proposed changes.
- Some good improvement.
- Any change like this is good, but it doesn't go far enough. Pedestrianise the street and start attracting people. 30km/h is good though if you have cars.
- I like the expanded footpaths.
- Too many unexpected results out of the plan
- Sensible and creative ideas that meet the needs of a wide range of residents and visitors.
- I would like to add that the flexi parking on the northern side of Melbourne Street is not necessary because the footpath is wide enough to accommodate seating & pedestrians. Greater benefit to traders for car parks to be maximised- not reduced.
- I would like to see an increase in outdoor dining, venue licensing and overall promotion of food and beverage along Melbourne St.
- I detest wombat crossings
- Not too fussed.. as long as we have the same or more parking, and ideally not 30km!! That's sooo slow
- Excellent step to evolve Melbourne St to be a diverse, local main street. Support the concept. 2 comments. Pay very close attention to the risk of cars rat running through Sussex and Stanley Streets when complete. Reduce bus numbers on Melb St

Recommendation 4 - Item 7.4 - Attachment A

- I find the fast and volume of traffic problematic both as a commuter and visitor. It also a great street that seems to be under serviced only offering a narrow range of offerings the vision presented would promote business activation. Bike path is a must
- There are aspects of the design improvements that do not improve the environment in the long term. Planter boxes - Plants die and add cost to maintain. More trees needed. NO Wombat x'ing - its a Main Street.
- More lively street
- The excessive parking provides no benefit and compromises amenity. Parking should be limited to loading zones and disabled parking only to maximise space for pedestrians.
- Today in conversation with Council staff got the impression they were focusing on attracting more pedestrians. While this is great I would like the focus on giving Melbourne Street a "point of difference" that is why come to Melbourne St ?
- Melbourne Street doesn't compare to lively streets across Europe where people are out every night. I live here and want that same energy, but the strip is dull and cluttered. The revamp is needed to create a street worth walking out the door for.
- Encourages better dining options on Melbourne St
- I live on Melbourne Street and believe that the East End Strip has massive potential to be an incredible social hub and changing the layout of the footpath to be wider allowing for more outdoor dining will help motivate that.
- Melbourne Street needs a facelift, businesses are failing so councils and landlords need to find away to help them thrive and survive!! We love where we live and our little village community but sometimes it feels dead.
- Very happy about reducing speed to 30kph. Would like No smoking — including shells bars on the street
- The concept appears to support revitalisation with a emphasis on pedestrian safety and experience. The reduction in speed limit is welcome. The lack of bike lanes is disappointing. Council should consider the merits of a dedicated bikeway or sharrows
- Slowing traffic and making it more pedestrian friendly, particularly with young children will make it safer and more enjoyable. Greening the street is important.
- There should be bicycle lanes along the street. While the existing ones have been removed. They could be informal edge line that narrow the carriageway width. Diagonal chevrons could create a buffer in this area, include sharrows, giving users options.
- Do not reduce speed to 30km as will increase frustration of drivers as Melbourne st is a THOUGHFAIR AND WILL KILL THE BUSINESS AS DID THE RING ROUTE WHEN ESTABLISHMENT as all streets are one way, no through and dead end already, limit out door dining
- improves most amenities, pedestrian access, calms the traffic and improves the look and feel of the area.

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- Just visiting ! But charmed !
- It's a nice area with a lot of unlocked potential
- Melbourne St needs passing traffic if it's going to get back to the vibrant street it was 40 years ago. Reducing the speed limit is going to make commuters divert around it. Reducing the speed limit on King William Road has not worked
- I like that the design will make for a safer, more friendly street, with more room for people (dining, walking, socialising)
- Why do the bike lanes that enter Melbourne Street suddenly disappear? Other than this, it is a reasonable plan.
- Making the plans more bike friendly would increase visitation by bike e.g. for coffee, increasing business for F&B traders in the area, reducing parking woes and creating a cleaner environment.
- It's disappointing to see the bike lanes being removed. A similar design is used at West Hindley Street and it doesn't work. Cars aggressively drive close to bikes. This will be more of an issue on Melbourne Street as it is a main thoroughfare for cars.
- I would love for Melbourne St to become more like King William Rd in Hyde Park. The changes there in the past few years have been amazing, and I'd love to see similar on Melbourne St
- All looks good - really important to boost carparking, not decrease it like other strips
- Absolute measly bike lane. ACC goes on about active transport and yet does this. Make it make sense. Every urban design study shows the benefits of pedestrianisation. Yet you listen to a few angry businesses who would benefit from dedicated bike lanes.
- Overall there are some good changes to make Melbourne St a more pleasant and inviting place, but I feel council could be more ambitious as some things could be done better.
- I like the pedestrian crossings and 30km/hr. These signal that Melbourne St is a DESTINATION, not a thoroughfare. There should be more of the flexible outdoor dining/parking zones.
- The street is dated and not aesthetically cohesive. I would love to see a cosmopolitan street with diverse offerings for retail and dining. I would like to see a high end approach to the materiality of the concept eg cobblestones, elegant plants etc
- Melb Str is currently outdated and needs to become more modern/vibrant
- I think it's long overdue. It used to be a vibrant restaurant and cafe strip and now it's a ghost town
- less concrete pls
- The proposed changes to traffic on Melbourne St will make the area less noisy and calmer, and it makes cycling and walking safer. Wider footpaths and better use of space are also welcome.
- Would be more supportive if the cycling infrastructure was more evident rather than just paint on the road

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- The project looks absolutely amazing — well done to everyone involved. Great effort from the whole team, you should be proud!
- There is too much space given to possible car parking on the main street. A bus stop is being removed to add is a couple extra carparks. Car parking is a waste of valuable public space for private storage.
- The concept for the street feels so cozy and nice! I'd love to have a seat under the shade to read my book. Thank you!
- Hoping car parking isn't compromised. Another car park needed if street parking is reduced. Improvements in buildings (incentives) as some looking shabby.
- The cycling line marking design looks sensible and will greatly add to safety. The wombat crossings look well placed, although more pedestrian priority crossings are needed.
- Overall concept plan is good. Speed reduction seems unnecessary & excessive
- The proposed design doesn't seem to prioritise public or active transport.
- I love that more greenery is being added. I think additional lighting at night while unnecessary is fine provided it is all warm toned.
- Traffic needs to be slower, reduce speed limit, feel unsafe as a cyclist
- Supportive of some aspects, unsupportive of others.
- It's not clear if Bus stop 4 will be retained and no indication on checking 24/7 lower speed limits. Melb St is currently a super speed zone and Sussex St [my residence] will take its place during construction.
- I like the pedestrian humps, the outdoor dining and the trees
- Pedestrian focus is how most major cities around the world have successful streets with shopping and dining, maybe need less on street parking
- I think you are wasting money as all the businesspeople I talk to comment on the lack of foot traffic and that's because of the lack of parking spaces
- The street will be safer and more pleasant to walk and cycle along and visit restaurants and shops
- Some parts are very good like the 30kph, other parts I have concerns around noise for residents especially as it relates to outdoor dining permits and amplified music
- Some great elements. A bit concerned about the impact on cycling. I would like to cycle around north Adelaide but will not without safe bike lanes.
- What it adds I really like and agree with (raised pedestrian crossing, trees, etc.). But I feel it still has far too many shortcomings to really make this a place I'd actually go and spend time in (e.g. actually safe cycling infrastructure)
- I don't support the 30km speed limit, it's much too slow and too many carpark losses in plan will impact accessibility of business, push cars to residential streets, increase walking distances to Melbourne St for elderly

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- This seems like a sensible, balanced and attractive proposal. I strongly support the reduced speed limit, the extra crossings and the increased lighting and tree plantings. This will improve safety, as well as being prettier and more sustainable.
- The speed of the cars is reduced to make it safer
- Its clear and future directed but would love to see fewer parking
- I am happy about the proposed traffic controls, both speed and crossings
- Love to see the Street come alive again 😊
- It has not provided enough safety and emmenity for people and is similar to the current design that prioritises private car vehicles
- Good minor improvements to make the street nicer and to encourage more outdoor dining and shopping, nothing ground breaking but a good step for the strip.
- I support the upgrade, but stronger design guidance is needed so buildings reflect North Adelaide's heritage character and restore the street's appeal.

Flexible kerbside spaces

- Dislike the parking on King William Rd. Worry that this will make patrons go elsewhere.
- it will provide more opportunities to maximise the value of space
- FLEXIBLE? still not enough car park
- Not necessary
- Parking is necessary to allow local businesses to get customers. With the v.high rental rates here it's tough enough for them. Prospect Rd is as vibrant as they come (lower rents) - they haven't resorted to restricting traffic flow by widening footpaths.
- I appreciate the flexibility and I hope it is utilised instead of defaulting to parking only
- Good for markets but not there all the time. They're a bit big in places - want bike lanes and bike parking.
- Alfresco dining activates a space. People like to see others having a good time. Problems with protection from weather, traffic noise, smell, exhaust heat during peak hour), keeping space clean (it can be very dusty and dirty on the streets here)
- Reducing street parking will make it difficult for people to visit my business. This has been the experience at King William Road, Hyde Park. If there isn't easy parking, people will not come.
- Parking is already limited and taking more parking away deters potential customers as they find it too difficult to park. This hybrid space system is harder to reverse park in for drivers and clearly hasn't worked on King William Rd.

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- if people cannot see parks on the street they will pass through and go to the CBD as the street is a thoroughfare from the north to the city. how does a business thrive when customers have no where to park eg with ease/convenient.
- The idea is good but will never be put into practice, they will just remain up and not allow for parking pushing cars on to small side streets
- Too difficult to park in
- Parking will be an issue
- Providing more places to sit or hold activations is very positive
- Don't take away car parking that is why people shop in Melbourne st. 30 kms spread limit is absolutely ridiculous being this is a major thoroughfare for all the buses from the cut and machines in general, it will definitely create a real blockage
- These are used in Pitt St and Bentham St and in reality are carparks and make the area unsafe for pedestrians and other users.
- I guess I would like (as the above answer states) more information. For example, how often would you turn a table and chairs scenario into a parking bay, random or set day and time rotation, etc
- it is more efficient use of space for different use at different days of the week and times of day
- Still need more parking... perhaps a parking station as the carpark across from the Lion is being turned into apartments
- Kerbside outdoor dining places diners alongside traffic increasing danger to diners. Wait staff have to cross footpaths carrying food and drinks in order to provide table service exposing them to risk from cyclists, scooters and other mobility devices.
- Outdoor dining is nice, especially if traffic is slower
- why would you?
- It still looks like a reduction in street parking. What is the point in providing more outdoor seating if it results in less parking and so is a disincentive for people like me to visit?
- Because it considers that areas don't have to be one thing or another. They can multitask.
- Gives the shop front a choice
- This will bring the street alive. These sorts of treatments have been shown to work elsewhere. Prospect Road is a perfect example. Plus, people want to enjoy their city this way
- Permanent parking removal would be better.
- Just make it permanent outdoor use, no parking.
- I like the expansion but it could be 100% for dining and activations. The parking is not needed.
- I am assuming it is like King William Road Hyde Park. If so that mode of parking is terrible. I avoid them and I do not know of one person who lives or works in that area who is in favour of them.

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- If it enhances the quality and viability of restaurants it is good, but given what restaurants exist currently, very few warrant outdoor dining as they are mostly cafes or coffee shops.
- I prefer that no cars can park on Melbourne Street!
- Reducing car parking without offering parking elsewhere to accommodate is detrimental to business in the street.
- Additional outdoor dining is crucial to the success of the hospitality businesses and the overall sense of community.
- Not enough parking already
- Interactive. Be wary of sloe angles so people can safely get out of cars when parked
- It is already hard to find a seat at times during the day and the footpaths become congested.
- More outdoor cafe's bring more people BUT car parking must the respond to Monroe people
- I am concerned that the process to close off an activity zone will be too lengthy. Council should either make the process simple, or eliminate the parking space
- Because I'm not sure
- I think it is working well on King William Road, Hyde Park.
- Similar to King William Rd Hyde park, then again because there are alot of backstreets around Melbourne St we could do without parking on Melbourne st
- Need this
- we still need some parking but allowing the local businesses (cafes, restaurants) the option to have street side dining is crucial in making the vibe of Melbourne street more welcoming and pleasant to spend time in.
- This will feel more inviting but needs to have shade for all weather conditions
- Those chairs and tables look crappy. Seating areas need protection from cars and traffic
- Just commit to permanent activity zones if you wish to truly support pedestrian access and improvement.
- If there are slower cars this would be good to increase capacity of places and to enjoy the outdoors.
- Because they increase the footpath width when not in use and allow businesses the opportunity to have outdoor dining.
- Need to limit out door dining to allow for pedestrians to walk on footpaths, need more parking spaces rather than dinners, allow only outdoor dining if space permits
- outdoor dining greatly improves the area's attractiveness
- I'm supportive in theory but I would never support Melbourne St being blocked off like Rundle St in the Fringe due to it been an important access route to WCH
- It's what Melbourne St need badly. Right now it's dark, closed in and generally uninviting.

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- I would prefer dedicated outdoor dining which can't be removed in favour of car storage
- Reducing traffic and vehicle movements and therefore noise/air pollution would only boost amenity.
- Needs dedicated bike lanes
- These kerbside spaces are also on West Hindley Street. The spaces are not used by the businesses nearby and when cars attempt to park in them, they hold up traffic as they are a tight space to get into. We don't need so much parking on Melbourne Street.
- As long as this doesn't get rid of the bus stop area
- Vital to create an atmosphere, and also essential for visitors to be able to park near the business they are going to.
- Stop trying to appeal to a few businesses and listen to experts in design. Should prioritise pedestrians/dining all the time.
- Reclaiming space from cars for dining/events is always a big plus but these spaces should be permanently reclaimed for outdoor dining etc.
- Very good and work well in King William Rd Unley! But I think there should be more of these in the concept. Why not extend it to the entire eastern half of Melbourne St?
- It will enhance the street and increase my desire to spend more time shopping and socialising on the strip
- Melb Str has so much potential to become more lively
- too close to road, feels very vulnerable without separation
- Only if the flexible parking part is at certain hours i.e. early morning for deliveries (like in Europe)
- Better than carparking but far worse than no parking at all as once carparking is normalised drivers become entitled to their free private property storage space.
- Very nice!
- As mentioned earlier, if roadside carparks are removed, extra parking elsewhere required.
- It would be good if this was permanent public space, rather than being given up to car parking sometimes
- Seems reasonable though I don't understand how this works or who decides what is needed
- It should be a full-time space for people.
- I think it's so smart to have multi use spaces to maximise their utility.
- Will slow down regular traffic and cause accidents with unexpected and tricky parking actions. Such parks are not user friendly to drivers. Melb St is currently a speed zone.
- Want it to be permanent outdoor dining. Off street car parking preferred, major cities around the world, i.e. Japan do not let people park right out the front of a restaurant for example. Car parks are where people cannot see the car from the shops

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- dining spaces are not the problem as businesses are leaving, people need parking spaces so they can make Melbourne street a destination...its currently only a route from north eastern suburbs to the city and back
- This is a good transition approach. But I'd prefer no on street parking.
- Deends on how much parking is lost
- If the choice is parking or flexkerbs, I strongly support flexkerbs. If the choice is footpath or flexkerbs, I'd vote for footpaths.
- I support more out door dining but it looks like most carparks will not be available around the Jerningham intersection
- I like the balanced option that allows increased flexibility. As a resident of Stanley Street, I worry about increased visitors parking in the residential area instead.
- Good idea!
- Footpath usage
- I hope it brings life to the street
- More pedestrian space and narrowed road space will promote slower safer through traffic speeds and encourage more people to shop and spend time in Melbourne street.
- Make them always outdoor dining
- The bollards are a nice touch. If installed, consider using a heritage style

Reduced speed limits

- Slowing traffic will enable people to see what is available and possibly stop to visit businesses. Hopefully will reduce traffic noise. Make it safer for pedestrians.
- Nobody likes streets that are dominated by traffic. This should make traffic more quiet and make it easier to cross the road.
- this is one of the main street connecting city to the out skirt. what will it make any different if the speed limit is slowed down? no parking, still wont encourage people to stop in Melbourne Street
- This is absolutely ridiculous, Melbourne street flows well as it stands and reducing the speed limit would only further congestion at non peak times
- There is no problem with the existing speed limit. There are several bus lines on the street, so reduced speed limit will lenghten the time of the trip. Actually I can't imagine the idea of reduced speed limit comes from someone who lives here or nearby.
- That's crazy. Have you visited at peak hour?? There's enough of a bottleneck caused by that decades long lane occupation at WCH!!! Nearly all the strategies proposed in this concept design will make the Melbourne St bottleneck worse.

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- This is a street not a road. Throughput shouldn't be a priority.
- Would go a long way to changing the character to a people place. Cars are so threatening on roads, it's like it's just another arterial ATM. Even Hobart has 30km/h.
- Encourages drivers to find another route (though the traffic on major arterials is surprisingly bad here)
- During the peak-hour times I travel, the speed is already about 30km/hr. I think people will just go around North Adelaide via side streets to avoid the slow crawl.
- To help with safety of pedestrians and enable people to slow down and see what is available to people on the street.
- But yet tiny Sussex Street which is a one way lane with residential parking is still 50, Sussex Street should have been reduced to 25 years ago. I have nearly been hit on many occasions trying to get children out of my car parked on the street.
- Supportive but make it 40km not 30
- The street is already used too much as a bypass from Dequetteville Tce and traffic is increasing. Slowing the speed would deterr thoroughfare traffic and allow a more human-centred main street.
- If you're serious about being a walkable city, then pedestrian-centric policy and development decisions need to be made (like lower speed limits)
- Excellent but I am not sure it will be adhered too without barriers to speeding
- If you are going to have more people walking, crossing the road, or sitting down outside for a "coffee & cake" it makes it more people friendly
- slower speeds are safer for walking and cycling and improves the amenity and reduces the noise at the outdoor dining areas
- Speed limit is irrelevant as traffic doesn't flow
- Slowing traffic increases congestion. It can always be argued that slowing traffic increases safety due to lower impact speeds but it increases frustration and reduces attentiveness.
- Safety and amenity
- I have no iintention of going there
- I think 40kph is slow enough.
- I am not a car driver, so it invites me to use Melbourne St. It also provides for a calmer area for people who are on the street dining or shopping, actually using the area rather than just passing through.
- Default speed should be 30 along this street and 40 across the rest of the city. It's safer for all
- Slower traffic means a safer, more pleasant environment for everyone. Melbourne Street is more than a traffic thoroughfare - it is a destination. Plus, journey times for motorists will not increase at all
- Reduced speed for inner city roads is a great safety initiative and will save lives.
- Speed reduction encourages people, and is safer. More of this please.

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- It has no material impact on traffic flow and will improve comfort and safety for visitors.
- I believe the speed limit is going to be reduced to 30km/hr. Ridiculous ! Why not make it 40 like other areas. As a motorist there are too many speed limits to observe already.
- You will create a continual car park situation for Melbourne St and access to the CBD from the north is already limited. The new crossings should be able to do this speed control. And why is this being done?
- Safety, safety, safety
- friendlier for retail and more enjoyable for outdoor diners.
- I believe the current speed limit is appropriate and there are no current speeding issues
- It is slow enough already
- 30kmph is too slow
- Critical to developing local main street environment
- The whole project will fall apart without it the statistics speak for them self this has been effective in other city locations.
- The street is already slow. Too narrow and too many cars for speed. Traffic lights regulate numbers already.
- safer
- Speed should be further reduced, given the width of the road corridor drivers may naturally drive faster
- It's a main route, traffic should flow quickly
- Slower traffic so hopefully safer and a deterrent for people cutting through to and from work as is the case now. through
- Lower speeds are crucial for transforming Melbourne Street into a safer, calmer place where people actually want to walk, meet and spend time.
- In order for the East end strip to be a calm, welcoming but bustling area the patrons need to feel safe. and lowering the speed of vehicle traffic through that area helps reduce the tension and heightened energy that cars racing through street create.
- This will help make the street feel more like a village and be safer for crossing the road
- The speed of traffic, including buses and trucks is quite intimidating for us as an elderly couple
- It would be very rare to travel in excess of 30km/h consistently on Melbourne street given the traffic lights and current parking arrangements. A reduction in speed is logical and supports pedestrian and cyclist safety.
- Yes, as a mum of two young children this is important.
- Reducing the speed makes it safer for everyone in the street and reduces noise.

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- No need to reduce speed as already 50km and wombat crossing and traffic lights will sole traffic, my concern is if you steer traffic away from Melbourne street will suffer and loses life and business need to rely and own promotion and not rely on street
- very important - there has been an increase in drivers racing down the street late at night
- A 40km/h zone in a short section a better compromise as this road will otherwise become a nightmare in peak hour due to reduced flow and traffic will only divert itself though Finniss St, Bundeys Road and Stanley St. Something similar Magill better
- Melbourne St functions more as a corridor and less of a North Adelaide access road. Through-traffic gives the street visibility and exposure to the business and lifestyle there. The street needs MORE through traffic, not LESS.
- This is a key reason why Melbourne St is currently uninviting. Loud, fast traffic makes the road uncomfortable and discourages outdoor dining
- Sorely needed - help reduce this as a thoroughfare.
- Safer for pedestrians and cyclists
- We need to encourage more active transport and make it easier and safer for pedestrians to get around Melbourne Street.
- If Melbourne St wants to increase pedestrian shoppers and diners then the speed limit should be lowered to 40 km per hour
- I think 50 is fine
- This is an excellent change that should be applied to all of the CBD and North Adelaide. There is no reason that cars (especially when they are getting larger) should be travelling at high speeds through the city centre.
- Great idea. Will make it safer for everyone and a more pleasant atmosphere.
- It will improve safety
- Think it's ok currently
- It's already congested so this will create phantom traffic jams
- i hate cars
- The intersection of Melbourne & Jerningham Streets can be a bit dangerous to cross as a pedestrian or cyclist, particularly during peak hour. Lower speed limits would help make it less dangerous.
- Anything to get motorists to slow down. Would love to see this enforced
- Great spaces need to be great for people not for cars. People patronise businesses not cars.
- We need to feel safe to enjoy the life.

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- Melbourne St is a bit of a thoroughfare so reducing limits will hopefully reduce traffic flow as there are other ways to get from A to B aside from Melbourne St. However, am concerned that it may then increase traffic through Finnis Street
- This creates a nicer, quieter and safer space for those using the shops and services along Melbourne Street.
- 30 is too low & will divert traffic to other roads (Stanley st)
- 25 would be an appropriate speed for a shared street as shown in the proposal.
- I don't think it's necessary but I don't think it's a bad thing given that typically I end up driving around the 30 mark when passing through anyway. It will help avoid unpredictability fast cars.
- No indication of speed checks. Melb St is a speed zone and akin to a major highway to and from Adelaide. I'm worried that drivers will deviate and speed along Sussex St, my residence area as they do when Melb St is under construction
- Increase in pedestrian friendly design, trees and outdoor lighting and dining
- Incentivised public or active transport
- there is no reason to reduce the speed limits as there are very few incidents/accidents now. Most vehicles are driving quite slowly in any case
- Hoon driving is a big issue on melbourne street. For real impact, it must be backed by enforcement such as fixed speed cameras, so speeding is actually deterred. Be worth messaging NSW to see if their hoon cameras were effective.
- This is critical to feel safe and comfortable on the street. This will make a huge difference and make me far more likely to spend time here.
- Lots of walkers, kids etc
- If Melbourne Street wants to be a nice place to visit and spend time, it has to be quieter and have lower speed limits.
- It's over the top. There is NOT a speed issue on Melbourne Street currently. No need to change to this impractically low speed.
- This improves safety and may re-direct people using the street as an unnecessary thoroughfare.
- This is very important!! Great work
- Safer, and would encourage more people to walk and shop
- Cyclist and pedestrian protection
- I lie in bed at night hearing people go at high speed down the road.
- Will bring more people to the street, families

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- To create a safe design that acknowledges human drivers can and do have lapses in concentration, slower speeds mitigate serious injuries and deaths to pedestrians, especially children. It also encourages more active transport use for local trips.
- It's Melbourne street, one of the few very short stretches of pedestrian forward streets in the city, it should be a destination not a highway, capacity and travel speed is not constrained by the speed anyway, it won't change the average travel times.
- Used as a common thoroughfare but no incentive to stay as no quality establishments. Streets are narrow and not an appealing place to be.

Bus stop consolidation

- Seems sensible.
- Bus stops do not have to be as frequent as they are. Take up space and add noise.
- no comments
- The change has no advantage for the people. They will have to walk more.
- The current stops #3 are the stops I use regularly to go to and from the City. They are used for patients of Benson Radiology and the medical services at #226 also.
- I hope this will on average reduce walking distance to places of interest.
- I don't use the bus stop. It seems a lot to add in distance.
- the bus stops are important to the older demographic using the medical practices. Too far for less mobile to walk in the weather
- There is only a small difference in distance. Will not impact bus travellers significantly, will create street-side space and help the traffic to flow better.
- Seems fine
- There are currently too many bus stops outside of main shopping/dining area and too close together.
- There's no 'unsupportive' option here... this is dumb, there doesn't need to be more on-street parking
- What will happen without bus stop 3 we quite often used this for medical appointments
- I regularly travel by bus through the area and there are many bus users which need to access medical services and the extra distance makes that less easy.
- I vary rarely use the bus, this has little to no impact on me
- it improves the bus service with one less stop for passengers to wait at; it allows for more length of the kerbside space to be use for other purposes
- I don't use public transport to access the area
- Lots of older people use this area and shouldn't be made to walk too far
- I have no intention of going there

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- I do not use the bus.
- I don't use the bus stops and probably won't in future. I have no view on it.
- Being closer to business is better for bus passengers and brings added social safety
- Reducing public transport options for the sake of a couple of car parks is ridiculous and retrograde
- I don't use the bus.
- Good idea as the one opposite the Lion is in a bad space.
- It makes sense and requires only a few extra steps!
- makes sense
- Less traffic holdups
- Extra parking is good
- Should reduce bus numbers on Melbourne st
- Does not impact me
- Bus stop should be retained. There is plenty of parking, and public transport should be prioritised
- I don't use the bus
- Further for me but ok especially if you have the wombat crossing by McDonalds House
- support combining bus stops 3 and 3a. It frees up more on-street parking and creates wider, safer footpaths for pedestrians, which will make the street more accessible and inviting.
- It doesn't really affect me but I see how this can be a good change via increased efficiency of the buses stopping less. I can also see how this could be a negative in a very niche way where old or physically compromised people may have to walk further.
- I don't use this stop so I can't really comment
- I think bus stops near the PO and Lion were good
- I don't use this bus route, but it appears to make sense.
- The stops look good.
- Increasing access for public transport is always beneficial and shouldn't be removed if it is intended to increase car parking.
- Many busses travel down Melbourne street
- I don't use bus stop 3 very often so doesn't affect me
- Don't mind either way, current bus stops are fine but as long as the number along stays the same I don't think it matters that much to bus users
- I don't use public transport

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- Removing a bus stop in favour of a couple of car parks seems counterproductive, but I agree with the consolidation
- This will help deliver visitors into the heart.
- The location of the bus stop doesn't really matter as long as there is a proper sheltered bus stop for people to wait safely, protected from the weather
- We should be supporting more public transportation use. Not removing bus stops for more car parking.
- There are lots of elderly people in North Adelaide who need the number of bus stops we have
- Need buses, but there may be one or 2 too many that would be better for car parking.
- "Very unsupportive" is a bit strong here as I realise the changes here are somewhat negligible. However I don't agree with increasing the amount of car parks. We need to be encouraging people to use PT as much as possible, not mostly single-occupant cars
- I do not catch the bus to Melbourne St.
- I don't take public transport and have no personal views on this
- Not sure
- Looks like it will support better traffic flow and safety
- I don't catch the bus
- It makes it slightly less convenient for me to catch the bus (currently from Stop 3A), but I understand the need to move it.
- Whilst ADL doesn't have all electric buses centralise the pollution
- it is a poor choice to move the bus stop further from your development zone
- Don't impact too much on walking time, but will be better as the traffic flow will be better without too many stops there.
- Makes complete sense
- I don't use these bus stops and can't comment
- The bus stops clutter the street scape and make it inconvenient to drive through. One is reasonable for such a short distance.
- Stop 3 is rarely used during my regular travel along Melbourne street.
- Makes no difference I use bus stop 2 and 3
- Making it more difficult for public transport does not promote not using your car
- I don't take the bus
- Doesn't impact me but seems logical.
- Doesn't affect me

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- How much more of a walk does this create for bus riders? Is there any improvement?
- Seems fair enough
- I don't catch the bus regularly so I don't have an opinion.
- Sensible
- It makes sense
- I support removal so more parking can be reinstated as I am sure spaces will be lost with the wombat crossing
- We need better public and alternative active transportation options to discourage car use in the area.
- Good idea

Street trees and greening

- Greening is important visually and for temperature control. Creates a pleasant environment.
- nice
- Trees are so important for shade and counteracting the heat from the built environment. But please select trees wisely. Those "peppercorn" trees are so dangerous. When they fall, it's like walking on ball bearings.
- Generally very supportive of greenery, but it's often added badly. Maybe make tree guards also usable as bike parking thru signage?
- Thinking of the care needed to ensure they thrive. There are people that regularly come through and pull the plants out and throw them about. Maybe include cctv on the streets as these people are often aggressive, lashing out at others, unpredictable,
- It is so hot to walk down the street during summer, very little shade. Means I avoid going out for lunch when it is hot.
- cool the street, encourage wildlife, create more oxygen and absorb CO2
- current proposal shows loss of park to Jerningham St, which again decreases parking to existing traders.
- Why do we need to spend more money on new green zones, there are plenty of establish trees already on Melbourne street. This will just eat up more room for parking.
- Good idea but seems like this happens every couple of years and we get new planters and then different planters and then more planters. Also think the planters half way up the light poles are useless - too high and not the right plants
- Not if it reduces parking
- the more greenery , the better

Recommendation 4 - Item 7.4 - Attachment A

- As long as they're not bloody London Plane trees
- Boring street
- I get despondent in hearing trees being cut down to make way for roads or other infrastructure, finally someone wants to put more in
- more trees and low shrubery will improve the amenity of the street and keep it cooler in summer
- Love greenery
- Trees = shade
- I have no intention of going there
- Any proposal to increase street trees has my support
- More trees are always good
- More tree cover is needed
- We cannot have enough trees. They do wonders for the local environment, including valuable cooling
- Trees are good
- It will help provide urban cooling.
- ON THE PROVISIO that whatever street greening is done is MAINTAINED by the council. You cannot rely on shop traders as sadly it does not appear to be a priority. The plantings all need to be the same ie consistent and must be watered and maintained.
- This is a good initiative if it is quality, consistent and maintained.
- This is a no brainer. How could anyone not support it!
- As long as plants are watered and maintained instead of letting them die and look worse than if you did nothing.
- I sunburn easily.
- As long as we don't lose parking
- The ammenities of the street and aesthetic are all attached to the tree lined street adding to this will only make it all cohesive
- Greening Very good BUT do not install planter boxes. Who will maintain them - Council will pay a cost a huge cost to maintain them and they do amount and further crowd the footpath with dead plants...install more significant trees instead and provide water
- more trees and green
- Strongly support, however excessive car parking will limit the benefits and cause urban heating
- Get rid of the planter boxes, they look messy .plant advance trees
- North Adelaide is becoming hotter especially with the building of more apartments with their hard surfaces so established trees with canopies important as are new trees

Recommendation 4 - Item 7.4 - Attachment A

- I support more trees and integrated greening, but the current planter boxes look messy and inconsistent. The plants don't match, the concrete bases are cracked and unsafe, and some trees still have broken fairy lights hanging off them. We need cohesive pl
- More trees and Greenery is always good. It helps increase the beauty of the area which makes the area a more pleasant are to spend time in.
- Trees and plants will help soften the streetscape, add shade and maybe lighting can be added in the trees once mature enough
- Great as long as they are maintained— don't like dead tree boxes
- The council must commit to urban greening.
- Yes, currently it is sparse and adding greenery will make it more shaded and enjoyable to sit outside.
- Helps to keep the street cool and more enjoyable to spend time.
- Greet if always appreciated
- great improvement
- Green always good but would insist on careful planning on junctions/corners. The existing planter boxes on the corner of E Pallant St and Melbourne St are disastrous & unsafe, obstructing drivers' view when they are trying to pull out of the side street
- The streetscaping is outdated and uninviting as is. It needs opening up.
- Increased greenery is needed, especially if this is the right choice.
- The greener the better
- There is very little shade on Melbourne Street. A number of trees have been removed recently and have not replaced.
- Greenery attracts diners
- Vital to keep the place green, attractive, and cooler.
- Awesome!
- It will enhance the beauty of the strip and provide much needed shade. Please be sure to plant the trees where benefit can be had when sitting along the strip.
- Yes needs more greenery
- It needs more greenery
- Quite unpleasant to walk down in the summer
- More tree canopy is badly needed, it's so hot with the sun reflecting on all that concrete
- green space makes places nicer to be in there is not enough of this in the plan
- Please, more trees in! Butterflies, birds, colour, flowers are all that Melbourne Street needs.
- Please consider the trees being planted! Non allergenic trees so no plane trees!

Recommendation 4 - Item 7.4 - Attachment A

- Greening supports healthier air, better connection to the environment and cooler streets. It also buffers from cold winds in winter
- Additional greening is much needed
- This is essential to improving the look and feel of Melbourne street. There is a proven benefit to mental health and reducing summer temperatures.
- These are urgently required to provide a concerted approach to greening the street. Not adhoc as at present.
- I use bus stops 2 and 3.
- Greenery makes a street more beautiful
- more trees are always good, garden beds take up space and are not appreciated
- I seek out cool spaces in summer so anything to reduce temperatures is good.
- Use existing footpaths.
- More trees for birds and shade is great
- This is prettier, will reduce street temps and promotes sustainability and environmental friendliness.
- Cooling
- It helps create a warming and loving atmosphere
- Trees are good
- current trees are a mess
- Will improve the look of the street, far more inviting
- We need more tree canopy to keep pedestrian spaces cooler in warming climate conditions
- Everyone loves more greenery and is a clear improvement
- I support the proposed greenery, but encourage large, uniform trees that could form arches over the road to improve visual appeal and create a more cohesive streetscape.
- Desperately in need of this

Cycling treatments

- We should encourage safe cycling. Cycling may become more popular as petrol prices skyrocket. Reduced traffic speed could increase cycling safety and popularity
- Not that happy with the assumption that cyclists will be happy to share space with vehicles travelling 30kph. All the side streets should allow for counterflow cycling as a traffic calming measure. More bike parking.
- do this means, less off street parking?

Recommendation 4 - Item 7.4 - Attachment A

- Look what a mess the bike lanes in Frome Rd have caused. Whoever came up with THAT stupid idea? Frome Rd from the High School to N.Tce had a shared bike lane on the v.wide East side footpath. Perfect! As they say 'if it ain't broke don't try to fit it'.
- Sharrows aren't great but hopefully low speed will make it safer for cyclists. Not confident that there is enough bike storage in this design
- Green boxes good. But markings only at intersections? Where are the bike lanes?! Especially connection at western end. And every one way street should have contraflow.
- cleaner than petrol and diesel vehicles.
- Cyclists need a fair go and greater ease of cycling
- Public consultation at Old Lion noted cyclists being directed to path on McKinnon Parade not clear in the concept design how this will work?
- I'm more in favour of bikes than cars though I find the changes on Frome Road far outweigh the advantages for cyclists over motorists. These changes have created a deadlock.
- road markings don't make it safer for cyclists.
- Will clog up the major thoroughfare of all the traffic from the city stop the flow and narrow the tartaric flow
- These will not promote safer cycling or multi-use transport, it's window dressing while you actually prioritise cars.
- This proposal has little to no relevance for me. Having said that, I do not see any real negative in it
- these measures improve space for cyclists; I am a regular daily cyclist and this is a good idea
- Makes sense
- Negative view of cyclists adherence to road rules. Their use of footpaths in lieu of provided road space negates improved marking.
- bike lane should be reintroduced in western half of Melbourne St where footpath widths will not be widened
- I have no intention of going there
- As a non-driver, this makes it more likely that I will use Melbourne St. More bike parking is needed though, as cyclists need parking just like motorists do. Contraflow on the one way streets near Melbourne St would also be good.
- Not as good as a physical barrier, but it's a start
- There should be a fully separated bike path
- More and more people are using the bicycle as every day transport, especially with more e-bikes being available. It should be made as safe as possible

Recommendation 4 - Item 7.4 - Attachment A

- Still on road non separated cycle lanes. Also not sure that bike storage at these locations will be used so close to the CBD for multi-mode trips.
- Magic road paint to protect cyclists is the usual cheap and ineffective approach. Safe cycling and pedestrianisation attracts people to businesses, that's what the studies show.
- It's a busy and dangerous bike route as is. Improvements are desperately needed.
- There are many avenues for cyclists already like Lefevre Terrace for example. I oppose considering cyclists for that reason.
- Too much emphasis for cyclists already that don't exist! Rarely see a bike on a bike rack in Melbourne St now!
- Anything to make PA more convenient and safe.
- Enough cycling chaos already.
- I ride through and up the street and it is not well organised. Anything allowing for more space and demarcating this would be appreciated
- Direct cyclists (i am one) onto other streets in parallel (stanley or MacKinnon Pde) Don't reduce the size of melbourne St more. Defiantly do not add any concrete edged lane (a hazard for cyclists pedals) and it would take valuable parking.
- dont cycle or bike
- While a bike lane is not necessary given the proposed speed limit. The excessive on-street parking will be a major hazard as drivers pull out into or "door" cyclists
- Melbourne st is not suitable for bikes ,Way to many cars , the street is too narrow and also has a lot of Ambulances
- Cycling a mixed blessing because of safety of all and space they occupy. Suggest they are encouraged to cycle on the perimeter of Melbourne St and bike stands /water stands located there
- I support the cycling improvements, but the bigger issue is scooters scattered across footpaths. Any new bike storage or markings should be paired with proper scooter parking near bus stops, traffic lights and pedestrian crossings to keep pathways safe
- these changes will help promote cycling hopefully leading to a reduction to motor traffic along Melbourne St
- Bikers need to feel safe
- Does this include all the scooters that are left all over the sidewalks — they are a nuisance
- I marked very supportive but would think the council can do more such as a considering a dedicated bikeway, painting bike sharrows (or a similar visibility measure) throughout Melbourne street and maximising access to bike parking outside shopfronts.
- I am too scared to ride my bike but if the streets are made safer this will encourage me.

Recommendation 4 - Item 7.4 - Attachment A

- Yes active transport is how residents move about the city and any improvements should be encouraged and included.
- Not sure
- improving cycling accessibility and safety is vital
- North Adelaide is a great spot to link in to the city and always support changes that make cycling safer
- The current road is hostile to cycling, and dangerous to ride through. The speed limit change will make the biggest difference, but I'd like to see more safety improvements at the Mann Tce end
- Proper cycling lanes would be better, and would help to calm traffic and encourage better driver behaviour.
- No use having bike storage if there are no bike lanes for cyclists to have a safe way to get into north Adelaide. It's incredibly unsafe cycling next to cars who don't give second thought to hitting cyclists
- Road markings and a bike rack do not make for safer cycling. Removing the bike lanes will make cycling more dangerous.
- Cyclists are often their own worst enemies, and often disregards signage, and are abusive towards cars.
- Not good enough. Needs dedicated bike lanes for safety. This does not change anything
- While I'm very much in favour of improvements I find some changes highly questionable. Chiefly the complete lack of bike lanes (even with the speed limit reduction), and future proposed layout of the Jerningham St intersection bike lanes.
- Good, but the cycling provisions could go further. Please add bike parking along the length of the street for people to access businesses etc.
- Safety at all times.
- Stop investing in cyclists!!
- As a bicycle user, I tend to not use Melbourne St due to the poor bike lanes and busy traffic (instead taking Finnis St to get to Frome Rd). I strongly support any changes to improve conditions for cyclists..
- Need more bike parks near cafes. Need safer routes for bikes using and crossing Melbourne st
- It's not enough + bike storage near bus stops is impractical and not safe (particularly at night). We want bike racks accessible in all parts of the street so we don't have to park down one end and then walk the entire strip.
- Bike boxes are great but paint is not infrastructure. Sharrows are not a recommended treatment as they provide no safety to riders nor force any change of behaviour to drivers they are just a feel good paint symbol for planners
- Stanley st it's nicer and quieter for cycling. Melbourne there's bus route which is not good for cyclists. I think is better to have rest areas and seats and bike hoops to assist cyclist to stay at Melbourne st, not passing by.

Recommendation 4 - Item 7.4 - Attachment A

- Very disappointed with the Frome Road changes. Supposedly improvements but it has caused major congestion in the area. As a result, I'm not sure how I feel about road markings for cyclists?
- The line markings look sensible and address many of the concerns I have in this area currently
- Good quality cycling infrastructure needs to be separated.
- Cyclists create very dangerous situations when they don't have suitable infrastructure.
- Safer cycling, generally, is a good idea. The changes to the Jerningham Rd intersection are going to cause chaos. Some days the southern side is already banked up past the roundabout, having a left turn only lane heading north will make it more congested.
- Good to assist cyclists but what about the current bikes for hire? Do such riders need to wear helmets and ride safely?
- Cyclists and buses integrated
- Increases active transport. Proven in Europe
- very few cyclists use this route as it is a busy thoroughfare for vehicles, waste of money
- This won't help me feel safe to cycle.
- But don't squeeze car lanes out!
- It's an improvement but I don't think this does nearly enough to make me feel comfortable on Melbourne Street. With a slower speed limit (e.g. 30) I'd be more supportive
- I am supportive in principle but don't regularly cycle.
- Not much to encourage families here. We will be sticking to the footpath annoying the pedestrians unfortunately
- Supporting different options to travel
- If all able bodied people cyclised instead of using cars, the world would be a better place
- I would not support making Jerningham Street single lane at the intersection by making a bike lane. The junction would be chaos, and from your plans it looks like that is proposed.
- Less emissions from cars
- No where near enough changes to encourage and improve safety for cycling and active transport. Families should feel safe cycling for transport, not just recreational cyclists.
- it's an important step seeing as you're not putting in a proper lane
- I am not supportive of introducing cycling treatments. Based on examples like Frome Road, such changes can detract from the streetscape and create visual clutter, though I understand it is ultimately the Council's decision.

What do you like about these existing art and design features?

- Create interest to stop and look. Create a unique streetscape.
- Sorry, didn't notice it enough to like anything in particular.
- i do not think this will actually attract people attentions and do nothing to the area. money spend for what?
- Enjoy the art and mannequins how they change with seasons and events
- Modern art. Plus some changes in every season and occasion
- OK, I guess. But do we really need more? Residents & business owners who live and work here get rather tired of this "new plants, paving and flags" that crops up each year. It's such a waste of ratepayer's money.
- Local identity
- I like how the mannequins change. But, they're on a big build out - surely bike rails could have fit behind them? The fork was designed as bike parking, but who remembers that?.
- They are lovely, adding colour, character, life and points of interest in the street.
- That it is quirky and unique. Adds interest and character. Makes me smile.
- I do not like any of these, mural on Apartments is depressing and not in keeping with the current times compared to other apartment murals around adelaide. Mannequins that hold flowers do not appeal to everyone. Ash Tree Memorial serves no purpose.
- They look cheap and nasty and are a waste of rate payers money
- Add character
- Artwork in the street is a sign of a caring, proud and civilised community.
- The old Arts school used to be in Stanley Street, I see any art in Melbourne street as a relationship / reference to the old school
- they are interesting and unique
- They make the street scape interesting
- Adds to interest
- They add interest to the street
- The mannequins are just ok right now with petunias in situ but when they are dressed up for occasions like the football they are an embarrassment. So no I don't like them
- Some are totally inept.....mannequins are very poor.....replace with year round properly maintained greenery.
- I like most public art.
- brings a creative feel to the street instead of making it 'bland'

Recommendation 4 - Item 7.4 - Attachment A

- They provide interest to the street however I wouldn't suggest that more are required, what we have now is great.
- I appreciate the natural materials offerings more. My daughter really likes interacting with them.
- Complete waste of space and money. They do nothing to improve the ambiance of the street.
- different and colourful
- I don't like the bike art trail, this has generally resulted in non-functional bike parking
- Absolutely hate they , they in poor taste
- Really like the mannequins and the art work on some of the buildings
- The existing art and design features feel very random and not cohesive. The mannequin planters look tacky, the flowers have been pulled out, and the placement doesn't make sense. The street needs coordinated, well-maintained art that actually enhances the
- I like them
- Love the mannequins on Jerningham St — they are well watered and cared for. And the fork is iconic. Mural on the bottle shop wall, Majestic Hotel and especially the twin murals on the high rise near The Melbourne Hotel
- They add character and points of interest.
- They are unique to Melbourne street. Also the fork sculpture can be used as a bicycle rack.
- Need to maintain art work and refresh often
- makes the place a beautiful environment to live and enjoy, more art is needed
- Add to the character of the street
- The existing art is fine but should be extended to show the arts culture of North Adelaide
- They are a small nod to past local history.
- They feel a bit dated and could use a clean
- They aren't amazing but I do like them as they are now part of the character and charm of Melbourne Street. I do wonder about the expense of maintaining the mannequins.
- They are fine. More greenery would be a higher priority than this
- Good fun - interesting !
- Love them, needs more!
- The fork is amusing!
- They add personality and character to the street however I would like to see stronger works at a larger scale at key locations.
- Again it needs more vibrancy

Recommendation 4 - Item 7.4 - Attachment A

- fork makes me giggle, flowers make the street more pleasant
- MUrals are colourful and cheerful, as are the flowers
- It's not really representative of present day residents.
- I took so many photos along all year round! So nice!
- I like the murals but not fond of the others. They look tacky. As do the planter boxes that all vary and plants dying. Also find there is inconsistency with current art/design features that look haphazard. A more classy and unified streetscape is desired.
- I dont think the current street art stands out at all. The mannequins blend into the background and don't add anything to the intersection. Bolder and brighter street art would be nice. I like the facade of UR Caffè
- I don't like the mannequins but others are good
- I like the flower basket dress things, they're quite whimsical. Very Melbourne St.
- The mannequins.
- Aesthetically pleasing
- They improve the street look and feel
- They are unique.
- Love the mannequins and their seasonality. They are fun!
- It adds identity and colour to the street. Kids love seeing the mannequins change for events and seasons.
- They provide some focal points and whimsy that are unique to the area.
- Good art is good bad art is cringe
- I dislike them intensely. They are not sophisticated in any way.
- Add interest and colour
- More murals and street art is welcomed
- that they exist, they are nice to look at and help establish what the street is for.

What do you think could improve art and design featured in Melbourne Street?

- Nothing
- Unsure. I'm not the artistic type.
- Your approach sounds good.
- More of it
- Giving preference to local artists, encouraging active and changing art spaces (e.g. dedicated graffiti art walls)

Recommendation 4 - Item 7.4 - Attachment A

- Make it more modern and creative so that younger people are engaged
- I like art im just not good at noticing it more art and more greenery and maybe even some plant based art like gardens
- Put art anywhere you think graffiti might show up, to prevent graffiti
- absolute waste of money; no-one appreciates it. they will not add to foot traffic and vibrancy
- Big fussed about that
- yes

Any other comments or suggestions?

- Planter boxes should remain and be consistent along the entire length of Melb St. Waste management and recycling needs to be considered. Light pole planter boxes are too high. Signage along full length of street should be upgraded to identify the district
- The sides streets don't look like continuous footpaths. Are they? If so they should look like them.
- Council should control the numbers of particular business in the area. should encourage more dining / bars where attract more people to the area, rather than medical or other offices only
- Changing speed limits and adapting parking to create other opportunities is not needed on this street. The street flows well and is only busy for 1-2 hours in AM and PM peak times otherwise flows well throughout the dayThe greenery and shade is important.
- What is missing mostly in Melbourne Street is a proper shop, like a small Coles or Woolworth.
- How about rent relief for businesses. That's what will "revitalise" the street. Not these "bread and circuses" ideas. Or re-route peak hour traffic - but that's just a dream as we're stuck with that unless a viaduct is built over R.Torrens to Hackney Rd!
- Traffic calming= pedestrian safety= improved cycling safety. Stupid square build outs - street sweepers go in curves. Combine poles with bike parking. Sad not to see continuous footpaths at side streets.
- CCTV in the street would be good as safety is hugely important. See previous comments - eg: accountability for poor behaviour of people who often sleep in tent in park near tennis courts. Aggressive, violent speech as they walk past families, elderly,
- Would be lovely to be able to sit on a street-side bench and eat lunch, watch the world go by. At the moment there is no way to linger once your food (or other errand) has been completed. Makes it a transactional street rather than a welcoming place.
- The loss of carparks cannot be traded for increased activity and revitalisation of the street, it is counter productive. Street traders are crying out for increased parking and your proposal is to ultimately remove carparks to try to increase growth.
- Please lower the speed limit on Sussex Street to 25 before someone is killed. Please also think about ratepayers living in the area and make Sussex Street residential only, we pay a fortune in taxes and can't even get a park in our own street.

Recommendation 4 - Item 7.4 - Attachment A

- Look at Prospect Road and what they have done for a successful revitalisation
- "select up to three"... selects one.... "(I) This question must have 3 items... wow you've really stuffed up the mechanics of this survey.
- You should have continuous (raised) footpaths and cycle paths at all lanes along the street (act as speed bumps) and remove parking except for short terms for commercial vehicles. If you want to make the street more than a feed road to the city.
- No
- I support the two wombat crossings for the proposed locations. I look forward to using them as a pedestrian and cyclist. The north-south bicycle route in Jerningham Street is a good idea. Merging bus stops 3 and 3A is a good idea.
- New st off Melbourne st should be 1 way from south to north to stop the through traffic from Le Fevre Tce
- I have no intention of going there
- No
- It's a good start. Continuous footpaths across the side streets would be better. Make the cars go over the footpath rather than require people to go down to the asphalt level.
- I hope this goes ahead in accordance with the plan
- Cycling safety should be further improve with grade separated bike paths.
- Pedestrians are perfectly safe already, cyclists have many alternatives. My concerns are traffic flow especially at the Jerningham St intersection as i believe you intend widening the footpath there ? It is a very busy intersection.
- People I know use King William Rd Hyde Pk a lot and absolutely hate the parking spaces, bollards etc there. Prospect Rd is a better example. Also I feel for the traders whilst this is all happening. We do not want another Jetty Rd saga!
- None. The plans look great!
- More parking is required, especially if you are planning to remove parking spaces by way of businesses coming into the street because they are attracted by the use of the flexi parking space. Critical to not reduce parking without replacing it.
- To reiterate, providing support to hospitality venues by increasing outdoor dining and reconsidering strict licensing bounds, Melbourne St could become the centre for enjoying eating and drinking with friends, life's simple pleasure.
- No wombat
- Speak to your traffic engineers about how to prevent cars cutting thru Stanley and Sussex streets to avoid Melbourne St and can you deduce bus numbers. They are loud and pollute which is at conflict when trying to bring more Street activity

Recommendation 4 - Item 7.4 - Attachment A

- This has been to long communing and with the new residential buildings mooted for the strip it is essential this happens sooner rather than later. GoodLuck Love the plans.
- The retail presence needs reinvigorating. Charging for pavement use for cafe's has killed several already - review your fees. Get rid of excess planters as they promote dead plants and do nothing to improve the area.
- To acheive the stated aims of the project, on-street parking must be minimised
- We need to encourage better business to the street
- Thanks for this. Benchmark for two vital precincts in Adelaide are King William Road Hyde Park and Rundle Street City. These two have great mix of wining and dining. Really grateful to David Roach Foundation. Currently its safe from developers hands
- More cohesive, European-inspired feel that puts people first, not traffic. A clear theme, better lighting, consistent planting, more outdoor seating outside of stores, music, solution to the scooters, free street wifi now that Nokia plans an Upgrade thate
- Do not let developments build ghastly towers, we need to keep the heritage feel. Stop knocking down beautiful old buildings, 3 should be the max on all sites!! Don't ruin the tourist appreciation of Eastern end Heritage Vista!!!!
- The business mix is not great currently. Two shisha bars is too much. Hope it doesn't degrade to sex and drugs strip at night.Thank goodness One Rundle Street brought some boutique vibes to the corner. Disappointing that restaurants have closed
- Do not let developers come in & build ghastly towering buildings of obscene heights. Maintain & enhance our unique heritage of Nth Adelaide - it draws tourists & is why we love Nth Adelaide. Their boundary buildings go against efforts to "greenify"!
- the linemarking should provide an edge line to narrow the carriageway width. It doesn't have to be marked as bicycle lanes. Allowing for an informal bicycle lane. Sharrows could be installed to the standard. This would give users options on what feels safe.
- N/A
- ThanksFor asking ! Gorgeous and charming
- I think prioritising pedestrians and slowing everything down on Melbourne St should wait until the WCH moves location. Doing it now will affect the current ease of access and be detrimental to patients when teams are called back in for emergencies
- There is a good open parking area on the south side of Melbourne St which not many people know about. Commuters might be more likely to stop and use the amenities if they knew there was easy parking. A sign with available park number would be great.
- I hope that the most important parts of this design survive the concept phase. The 30km/h limit and footpath expansions will make the biggest difference.
- Dedicated bike lane

Recommendation 4 - Item 7.4 - Attachment A

- I'm not sure how the plans support "Greater public transport access" and "Improved cycling safety and connections" when they do the very opposite.
- King William Road in Hyde Park is a great example of what Melbourne St could become
- no, i think ive covered it!
- The footpaths really should be raised and 'continuous' over the minor side streets. This has been successfully adopted elsewhere and really makes the walking experience better.
- Encouraging small businesses to invest in the area. There seems to be a great deal of empty space along the retail strip. Is Renew Adelaide an option?
- Council should subsidise rents and encourage businssses to setup. Many restaurants have closed in 2025 and nothing is taking their place. O'Connell street is now busier
- Safer crossings on access route to Melbourne st. In particular crossing McKinnon parade between jerningham st and packer court. Crossing the road here can be very difficult at sunrise or sunset when the sun in right in your eyes - this makes it very dif
- Try again on the cycling infrastructure, what you have planned here is very poor/disappointing
- More Seats, please
- deprioritise cars with a future goal of pedestrianizing the area for greater human scale development
- Creating a more sophisticated approach to Melbourne St. Less traffic, good parking and more greenery. We need to encourage great retailers/cafes/restaurants to the area with better outdoor dining options.
- The plan looks really good, more street trees would be great!
- Traffic speed cameras all along Melbourne Street St. No kerb parking type as suggested. Feel that the later are dangerous additions to busy streets and impede traffic flow Melbourne St is now treated as a freeway for speedsters!
- More street art
- Tram line
- think foot traffic - melbourne street used to be a bustling part of Adelaide, now its dead, with businesses changing hands, going broke. We need supermarkets, butchers, stationers, clothing retailers, night clubs, bars
- Outdoor dining must have strict closing times and noise limits to protect nearby residents, especially families with young children. Without firm cut-offs and enforcement, late-night noise will significantly disrupt sleep and quality of life.
- Nice to see some positive changes for Melbourne street.
- Make sure that turning lanes are maintained, not like the idiocy of a single lane at Rundle St/East tce and Barton Tce opposite the Picadilly
- I really hope CoA listens to the consultation results. I can't help but feel that I'm wasting my time filling out this form given consultation results were completely ignored for Hutt Street.

Recommendation 4 - Item 7.4 - Attachment A

- On the north side of Melbourne Street near St Ann's College pedestrians often take a short cut through the middle flower bed. I would suggest making a path there that follows the curve OR putting in some type of fence to prevent this to improve safety.
- Make it nicer for the people visiting not the people passing through
- I understand the Council cannot control this, but every time a retailer leaves the street it is replaced by an office not another retailer. The street will not revitalise with a street full of offices.
- More retail shops
- Will the wombat crossing and other pedestrian crossing be at the footpath grade/level? This is an important step towards safe pedestrian access and alerts car drivers that the area is designed more for pedestrians than vehicles. It is important for safety
- Would be better if you just removed 100% of all the parking spaces.
- I strongly encourage a review of the existing building façades on Melbourne Street. The current eclectic mix lacks cohesion and appeal, and thoughtful upgrades would help restore the street's character and attractiveness

Appendix E

Written submissions



NAPA Position on Melbourne Street Streetscape Revitalisation

The North Adelaide Precinct Association (NAPA) supports the revitalisation of Melbourne Street and welcomes improvements that enhance pedestrian safety, greenery, clear identity and the overall attractiveness of the precinct.

Melbourne Street plays an important role as a neighbourhood main street serving hospitality, boutique retail, health care and local services. Revitalisation should therefore balance urban design improvements with the practical needs of traders and customers.

NAPA proposes the following principles to guide the final streetscape design.

Key Principles NAPA Could Advocate

1. Retain Existing On-Street Parking

Convenient short-stay parking is essential for Melbourne Street businesses.

Many visits to the street are brief and purpose-driven, including:

- takeaway coffee and food
- pharmacy, medical and dental visits
- quick retail purchases
- short business meetings

These trips rely on easy parking close to shops and health care facilities.

NAPA therefore recommends:

- retaining or adding to the existing number of on-street parking spaces
- prioritising 15-minute and 30-minute high-turnover bays
- improving parking signage and turnover management

Removing parking spaces could reduce accessibility and will divert customers to competing retail and service areas.

2. Avoid “Flexi-Zones” That Remove Parking

Flexible kerbside zones that replace parking with temporary uses are better suited to larger CBD streets. For Melbourne Street, NAPA believes revitalisation should focus on streetscape quality improvements without reducing parking supply. We strongly oppose the expensive introduction of flexi-zones.

These improvements may include:

- upgraded paving

- improved seating areas
- better landscaping
- enhanced pedestrian crossings

3. Divert Cycling Routes to Alternative Streets

While cycling connectivity is important, Melbourne Street's limited width and strong retail focus make it less suitable as a primary cycling corridor.

NAPA suggests the City consider:

- directing cyclists to nearby quieter parallel streets
- strengthening cycling connections through the Park Lands network
- allowing Melbourne Street to operate as a slow-speed shared street environment

This approach supports cycling safety while preserving kerbside access for traders and customers.

4. Support Traffic Calming Measures

NAPA supports measures that make Melbourne Street safer and more comfortable for pedestrians.

In particular, the Association supports:

- installation of raised pedestrian "wombat" crossings
- introduction of a 40 km/h speed limit
- design measures that encourage slower traffic speeds

These initiatives will improve pedestrian safety and street amenity without restricting access to the precinct.

5. Improve Night-Time Lighting

Melbourne Street has strong evening activity due to its restaurants, cafés, and bars. Improved lighting would enhance both safety and ambience.

NAPA supports:

- improved pedestrian-scale street lighting
- feature lighting for trees and landscaping
- warm lighting that enhances the evening dining atmosphere

Well-designed lighting can significantly improve the night-time economy of the street.

6. Plant Attractive Street Trees

NAPA strongly supports additional street tree planting to improve shade, beauty, and comfort.

Suggested tree types could include attractive flowering species (such as crepe myrtles, jacaranda, SA blue gum etc) or similar varieties that:

- provide seasonal colour
- suit the scale of the street
- do not overly obstruct shopfront visibility

Tree planting should aim to create a cohesive and visually appealing boulevard effect along Melbourne Street.

7. Position Melbourne Street as a Destination Precinct

Melbourne Street should be positioned not just as a local shopping street, but as a distinct destination within Adelaide.

Possible positioning themes could include:

- North Adelaide's Café & Dining Boulevard
- Adelaide's Village High Street
- North Adelaide Lifestyle Precinct

A clear identity helps:

- attract visitors from across Adelaide
- shaping retail and service mix
- strengthen trader collaboration
- support events and marketing campaigns.

Streetscape Elements that Create Identity (some already incorporated in Concept Design)

Gateway Features

Introduce subtle entry markers at both ends of Melbourne Street (near Jerningham Street and Mann Road).

Examples:

- heritage-style signage: "*Melbourne Street – North Adelaide*"
- banner poles
- distinctive lighting elements

These visually signal that visitors are entering a special precinct.

Consistent Street Furniture and Materials

A strong identity often comes from consistent design language.

Council could adopt a unified palette for:

- benches / lighting poles / bike racks / bins /paving materials

This creates a cohesive visual character.

Seasonal Banners and Decorations

Banner poles along the street could display:

- Melbourne Street branding
- seasonal themes
- festival promotions
- art or heritage imagery

This helps keep the street visually dynamic and recognisable.

Tree-Lined Character

If planted consistently along the street, attractive flowering trees (such as crepe myrtles) could become a signature visual feature.

Benefits:

- seasonal colour
- strong visual rhythm along the street
- improved shade and comfort

Over time the street becomes known for its distinctive tree canopy.

Lighting Identity

Lighting can dramatically define a street's atmosphere.

Possibilities include:

- warm pedestrian lighting
- tree uplighting
- festoon/string lights in dining areas

This would strengthen Melbourne Street as an evening dining destination.

Public Art and Heritage Storytelling

Melbourne Street has rich local history.

Council could include:

- small heritage plaques
- sculptures
- artistic pavement inlays
- murals celebrating North Adelaide's culture

This adds character and storytelling.

Summary Position

NAPA supports the revitalisation of Melbourne Street and welcomes improvements that enhance safety, greenery and pedestrian comfort.

However, revitalisation should:

- create a strong visual and cultural identity for Melbourne Street
- retain or extend existing on-street parking
- avoid costly flexi-zones completely (that remove parking spaces)
- direct cycling routes to nearby alternative streets
- introduce traffic calming measures such as wombat crossings and a 40 km/h speed limit
- improve night-time lighting
- plant attractive street trees such as crepe myrtles

These measures would help Melbourne Street become a more attractive, safe and vibrant destination while protecting the accessibility that local businesses depend upon.

On behalf of North Adelaide Precinct Association members

Paul Lam

President, North Adelaide Precinct Association

napa.president2025@gmail.com

0414 588 038

Recommendation 4 - Item 7.4 - Attachment A

From: [Anna Mavrikakis](#)
To: [Melbourne Street - Upgrade](#)
Subject: Melbourne Street Revitalisation Enquiry
Date: Tuesday, 17 March 2026 11:40:51 AM

[You don't often get email from aromapawscandles@gmail.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

I'm opposing these changes as it's not going to benefit or help my business it's going to give us less parking & loss of customers for us small businesses only ones that may benefit r the cafes & restaurants, if this goes through I be leaving the street & move else we're. Paws Emporium

Sent from my iPhone

From: [Adrian Hill](#)
To: [Melbourne Street - Upgrade](#)
Subject: Carparking
Date: Thursday, 19 March 2026 9:57:52 AM

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Good morning,

As a Melbourne St.resident I am concerned with the lack of parking and if we lose street parks with the upgrade it will create a g bigger problem.The Dunn St., Carpark is full at peak times. I am also concerned for the cafe's during this time, some will go broke. At the moment most have footpath dining anyway so I'm not sure extending the footpaths achieves that much.

Regards

Adrian

Lori & Jeremy Blanks
50 Sussex Street
North Adelaide 5006
Ph: 0412 103 501
E: jrblanks@gmailcom

18 March 2026

Community Consultation
Melbourne Street Revitalisation Project
GPO Box 2252
Adelaide SA 5001

Dear Melbourne Street Revitalisation Team,

On the weekend we attended your information and feedback session on Jerningham Street. This was our first opportunity to examine the entire project in detail. We congratulate ACC on this initiative and are fully supportive of the initiative, its objectives and outcomes.

We have however found two very concerning issues that we wish to raise; firstly bus traffic in the Melbourne Street transport corridor and secondly the high likelihood that there will be unintended traffic consequences for Sussex and Stanley Streets that can be remedied if included in the design phase.

Our concern is that these issues are directly at odds with what the project is striving for and will seriously detract from the outcomes that could otherwise be achieved. We raised these concerns with the team on the weekend but want to ensure they are fully understood and the necessary actions are taken to ensure the project is a success.

Bus Traffic on Melbourne Street

Our first concern is the fact that creating a safe and inviting atmosphere for customers and families to restaurants, cafes and shops on Melbourne Street will be difficult to achieve with the bus noise and pollution. Having done further research since the weekend, we are concerned about the exorbitant number of buses that travel the one-kilometre corridor of Melbourne Street every day.

We have sourced information from the Adelaide Metro website and its route information section. A reasonably accurate estimate is that there is up to 440 buses each weekday, 260 buses each Saturday and 200 buses each Sunday travelling that short one-kilometre section of road. That is an estimated total of at least 2,660 buses per week, at a frequency of one bus every 3-4 minutes during peak, plus the 49 bus services the City Connector provides from Jerningham Street. There are simply too many buses travelling down this small street when the primary objective for this project is to reduce and slow traffic to make the atmosphere conducive to outdoor dining and growing the diversity of shopping.

This equates to Co2 emissions of 586.8 kgs per day (214,182kgs per year) along Melbourne Street, impacting the atmosphere and environment for customers, retail and office workers and nearby residents. To put this amount into perspective, it is the equivalent of burning 250 litres of diesel/petrol per day (91,250 litres per year), from the buses alone, and not accounting for the other cars and trucks traversing this route.

In addition to the fumes, the buses are very loud as they accelerate, decelerate and stop/start. On many occasions we have been at various restaurants and cafes only to have the outdoor setting overtaken by noise and fumes from buses.

The Wombat crossings, the first improvement in the program, are an excellent idea. However, has anyone from ACC calculated the general emissions on Melbourne Street and the increase in CO2 emissions resulting from more stopping and starting of buses and other traffic? Here are the statistics for your consideration:

Emission breakdown:

20-25% of a bus's total trip emissions are generated within the immediate vicinity of bus stops.

Idling accounts for 15-25% of total nitrogen oxide emissions (wombat crossings and crosswalks).

In addition to CO2 the stop-start cycle generates high levels of local pollutants, with nitrogen oxide emission factors being very high.

There is an opportunity for this project to contribute to ACC key green objectives (Integrated Climate Strategy 2030).

Comparing Melbourne Street to King William Road in the Hyde Park precinct—which features beautiful outdoor restaurants, retail shops, and traffic calming devices—only 133 bus trips occur on its similar length (1.3km) strip from Mitchell/Park Street to Hughes Street every day.

If the ACC is committed to making this worthwhile investment a success and bringing people back to shop and eat, and encouraging business investment in this area, the bus situation should be at the very top of the list for creating a pleasant and clean atmosphere where residents and visitors can enjoy themselves without choking on fumes or having to cover their ears as buses continuously rumble past.

Lobbying the state government to use low emissions and quieter buses on this route would be an opportunity to start with now, followed by ways to reduce overall bus numbers.

Vehicles Shortcutting to Avoid Traffic Calming

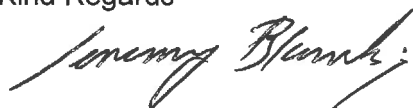
The second issue is the very high risk that well designed traffic calming and slower speed limits on Melbourne Street inadvertently encourage drivers to short cut along Sussex and/or Stanley Streets to avoid the initiatives put in place. We believe that this can easily be headed off via minor redesign of Stanley and Sussex Street traffic flows and (potentially) adding traffic calming measures to one or both streets.

Including the investigation and addition of appropriate measures to prevent short cutting in the design phase, will avoid retro fitting and the extra, later expense of what are likely to be necessary measures.

Melbourne Street can genuinely, once again become one of Adelaide's premier shopping strips and we support your endeavours to achieve this.

We look forward to receiving advice on this matter and are open to discussing these concerns in more detail to assist achieve the best outcome possible for this project.

Kind Regards



Lori & Jeremy Blanks

Recommendation 4 - Item 7.4 - Attachment A

From: [Aditya Nanda](#)
To: [Melbourne Street - Upgrade](#)
Cc: [Alex Schumann](#)
Subject: RE: Attendance for Business forum- CoA Melbourne Street revitalization
Date: Thursday, 19 March 2026 4:10:18 PM
Attachments: [image001.png](#)
[image003.png](#)

Hi Jane,

Thanks for the online meet and for sharing with us the details about the Melbourne street revitalisation plan.

Below are the main points that we would like lodged with Council regarding the Melbourne Street upgrade:

- Street frontage / landscaping: We would prefer that no trees are installed directly in front of Majestic Minima Hotel. We have spent lots of money painting artwork on the front of our building and don't want trees blocking this. We also have a canopy that is needed so that there is cover from rain as people pick-up/drop-off in front of our hotel. We would be open to alternative options such as low-level planting or planter boxes on the footpath, provided these do not reduce the number of car parks available.
- Car parking configuration: It is important that the car parks directly in front of the hotel remain at standard road level rather than being converted to raised or multi-use spaces. Our property does not utilise outdoor dining, and the majority of vehicle movements are short stay (pick-up/drop-off). Raised or shared-use zones would likely create challenges for taxis, rideshare services and guests requiring quick access.
- Short-term parking / drop-off zones: We request the inclusion of 15–30 minute parking bays directly in front of the hotel, ideally signed to support guest pick-up and drop-off. Without this, there is a strong risk of vehicles double parking on the road, which would create safety and traffic flow concerns.
- Construction impacts: To minimise disruption to guests we request no night works that would cause noise and continuous access to the hotel entrance and on-site car park must be maintained at all times. We have large deliveries for linen trolleys and skip bins.
- Post-construction: We request that the building frontage is cleaned upon completion of the works due to expected dust and debris from construction.
- Communication during works: It would be appreciated if we could be provided with direct contact details for the site manager during the construction phase, so any issues can be addressed promptly.

We are supportive of improvements to the streetscape, however, given the nature of our business, above are the key considerations we would appreciate being incorporated into the planning.

Kind Regards,

Aditya Nanda

Rooms Division Manager

Majestic Old Lion & Tynte Street Apartments

Majestic Minima Hotel

9 Jerningham Street North Adelaide SA 5006

P: (08) 8334 7780 **F:** (08) 8334 7788

E: rdm.mola@majestichotels.com.au

W majestichotels.com.au





From: Melbourne Street - Upgrade <feedback@melbournestreetupgrade.com.au>
Sent: Tuesday, 17 March 2026 9:55 AM
To: Aditya Nanda <rdm.mola@majestichotels.com.au>
Cc: Alex Schumann <gm@majestichotels.com.au>; Melbourne Street - Upgrade <feedback@melbournestreetupgrade.com.au>
Subject: RE: Attendance for Business forum- CoA Melbourne Street revitalization

Hi Aditya

Thank you for your email. I spoke with Alex briefly yesterday prior to the Business Forum and will call later today to discuss.

Kind regards, Jane
Melbourne Street Revitalisation Project Team

ouradelaide.sa.gov.au/melbourne-street

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From: Aditya Nanda <rdm.mola@majestichotels.com.au>
Sent: Monday, 16 March 2026 2:08 PM
To: Melbourne Street - Upgrade <feedback@melbournestreetupgrade.com.au>
Cc: Alex Schumann <gm@majestichotels.com.au>
Subject: RE: Attendance for Business forum- CoA Melbourne Street revitalization

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Good afternoon Melbourne Street Revitalisation Project Team,

I called earlier to advise of our unavailability for the event this afternoon, but I thought I would also send a quick email to confirm.

Unfortunately, both Alex and I will not be able to attend the Business Forum on 16 March. However, we would definitely appreciate the opportunity to meet with you at another time to better understand how the upcoming works may affect our operations at Majestic Minima Hotel on Melbourne Street.

In particular, we would like to understand:

- Whether there will be any construction noise and if quiet hours between 9:00 pm and 7:00 am can be maintained, as we operate as a hotel.
- Whether access to the property will be impacted for guests entering or exiting.
- If guest parking access along Melbourne Street will be affected.

Thank you, and we look forward to hearing from you and hopefully arranging a suitable time to discuss this further.

Recommendation 4 - Item 7.4 - Attachment A

Kind Regards,

Aditya Nanda

Rooms Division Manager

Majestic Old Lion & Tynte Street Apartments

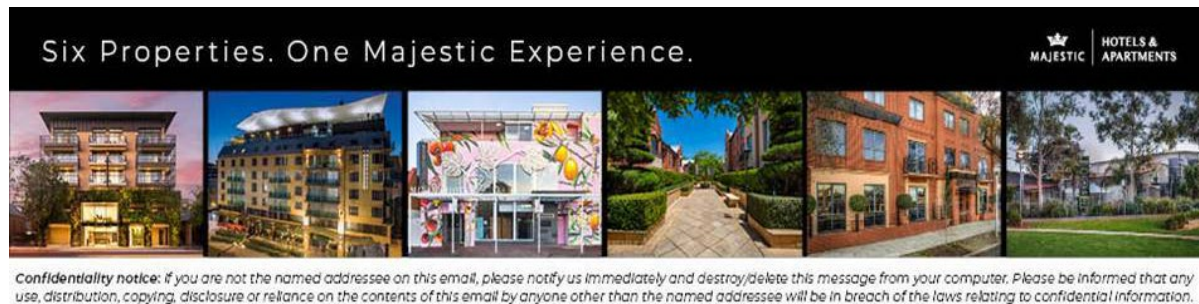
Majestic Minima Hotel

9 Jerningham Street North Adelaide SA 5006

P: (08) 8334 7780 **M:** 0448 878 899

E: rdm.mola@majestichotels.com.au

W majestichotels.com.au



From: Melbourne Street - Upgrade <feedback@melbournestreetupgrade.com.au>

Sent: Tuesday, 10 March 2026 9:14 AM

To: Aditya Nanda <rdm.mola@majestichotels.com.au>

Subject: RE: Attendance for Business forum- CoA Melbourne Street revitalization

From: Aditya Nanda <rdm.mola@majestichotels.com.au>

Sent: Friday, 6 March 2026 3:10 PM

To: Melbourne Street - Upgrade <feedback@melbournestreetupgrade.com.au>

Subject: Attendance for Business forum- CoA Melbourne Street revitalization

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Good afternoon,

I would like to RSVP attendance for the business forum for myself and for my Group General Manager, Alex Schumann.

Please let me know if any other details are required.

Kind Regards,

Aditya Nanda

Rooms Division Manager

Majestic Old Lion & Tynte Street Apartments

Majestic Minima Hotel

9 Jerningham Street North Adelaide SA 5006

P: (08) 8334 7780 **F:** (08) 8334 7788

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MAJESTIC HOTELS & APARTMENTS

From: [The Cut House](#)
To: [Melbourne Street - Upgrade](#)
Subject: Feedback
Date: Monday, 23 March 2026 4:00:38 PM

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The proposed shared use of parking spaces as business seating areas is not suitable for King William Road and, for the same reasons, will not work for Melbourne Street.

Parking in these areas is already extremely limited, and removing additional spaces will only place further strain on local businesses, customers, and residents. These parking spaces are essential for accessibility and convenience, particularly for those who rely on close proximity parking.

There is no clear evidence that converting parking into seating will increase foot traffic or attract more people to the street. On the contrary, it risks discouraging visitors who depend on available parking to access shops and services.

Overall, this proposal takes away far more than it gives and is not a practical or beneficial solution for either location.

Regards Justine
The Cut House

Suggestion for Melbourne Street Revitalisation 2026

Introduce very low speed limit in Melbourne Street
- among other things - to get more North East Road
traffic onto Hackney Road both to and from the City.

Provost Street townhouse owner

Community Consultation
Melbourne Street Revitalisation Project
GPO Box 2252
ADELAIDE SA



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From: [Elder Fine Art](#)
To: [Melbourne Street - Upgrade](#)
Cc: [Louise Alderson](#)
Subject: Feedback from Elder Fine Art RE: Melbourne Street Upgrade
Date: Wednesday, 25 March 2026 10:47:10 PM

Dear Melbourne Street Revitalisation Project Team,

Please accept this as additional feedback to my comments submitted in the online survey. I feel it was unfair to narrow the word count of the survey responses to 200 words on high level queries within the survey.

Because we have two premises at both 106 / 110 Melbourne Street, I feel as a long standing business owner on the street that we have a right to speak further outside of the survey.

Acronymns Used in the below:

MS = Melbourne Street

KWR = King William Road

My family has been active and trading on Melbourne Street (MS) since the mid 1970's, having multiple shops on MS and Jerningham Street in the 70's and then finishing our purpose built gallery in 1982.

We know MS just as well as any long standing resident in this area.

Our main objection:

- Is to Flexi-Parking, removal of parking for green space and the removal of any on-street parking.

- We are extremely concerned and disappointed with the councils thought process on the Flexi-Park System on Melbourne Street. In our view, the council has simply now run out of ideas on how to invigorate, and wants to now carbon copy the failing KWR street precinct project and drop it into MS.

- It is extremely mis-leading by the Council and the project team to say that we will only lose 2 carparks. It is not clear in the proposal exactly how many Flexi-parks will eventually become outside dining areas. That is a high loss of

car parks. No where in the documentation is it stated the official number in writing? Which means we could lose over half our available on-street parking to your design.

Key Reasons why this wont work and why we need on street parking:

Residential Street Depth - We have four parallel streets to MS. No more, no less. Thats all we have. Parklands on one side, parklands on the other. Our Customers (let alone staff) cannot simply drive into the backstreets to get a park and then walk back to the shops, cafes or restaurants. We don't have that depth of parking/residential buffer backing onto MS.

CBD is just a stone throw away - If you cant park on the street, why stop? It is human nature to keep driving. If you're coming the other way, then you will just head home to the North. Why stop? This is just the way it is. We have heard it from our clients since the 90's. Over and over again. If you have not experienced actually working on this street, you don't hear it.

No Rear Business Car Parks Blocks - Go to Google Maps and please visit KWR and have a look to see how many buildings along the strip, actually have car parking at the rear. Almost every second building has car parking at the rear, for either staff, customers or for the public. Plus they have the suburban streets surrounding KWR to act as feeder parks for the street.

Residential Permit Parking - MS parallel streets have even less available parking due to residential permit zones, which means less parking for the general public. Try getting a park on Sussex Street...?

Here is the craziest part - The reason why KWR has the Flexi parks is because their footpaths were too narrow. It did not allow for quality outside dining pre development. MS has wide footpaths with the majority of the cafe/restaurant businesses already having ample room for outside dining. We have dining outside already along the street. The council simply wants to use the Flexi-parks to make it appear bigger and more amplified to try make it look like a busy and attractive square/space. To create atmosphere. Atmosphere at the expense of on-street parking. Why create a busy thriving area with no where to park?

Have you visited KWR and compared our streets - This week I went down to KWR and walked down from Mitchell Street through to Thomas Street. This is the exact length of street that you plan to place Flex-Parks on MS. Like for Like. In that length of KWR, only 23 parks were available public parking spots. All other parks were screened off by Bollards for Restaurant and cafe use. Flexi-park design for MS will simply reduce our street parking in the main section of MS by half, If not more? How is this feasible?

Dunn Street Carpark - Did you know that if you are driving down MS and miss the turn to Dunn Street when heading South, you will then have to go the full block around to then re-enter off MacKinnon Parade? What happens if there are no carparks available within this hardstand? You then need to come out of the carpark, but you cant turn left back into MS? No, you cant enter MS, its a no through/no access road. You have to go all the way around the block again, right at the round-a-bout onto Jerningham Street, past the Old Lion and then turn back onto MS. What would you do? What would most people do, keep driving and head to the CBD, The Parade, O'Connell Street. People will instinctively just keep driving. I certainly would, it is just too hard to get a park.

Please come down to Melbourne Street and Elder Fine Art, I request the opportunity as part of this review period to walk the street with your team and show you the back streets. The closed shops. The lack of parking. The business owners. The Busy mornings, the dead afternoons.

Green the street, change the speed limit, put in wombat crossings, BUT don't take away street parking. It will be the final nail in the coffin for MS

There are other alternatives for this unique street. I implore your team to please explore them!

Regards,

Justin Elder
ELDER FINE ART
Ph: (08) 8267 2869
Mob: 0417811184
106 Melbourne Street

Recommendation 4 - Item 7.4 - Attachment A

110 Melbourne Street
North Adelaide SA 5006

From: [Yakitori Takumi](#)
To: [Melbourne Street - Upgrade](#)
Subject: Yakitori Takumi Feedback
Date: Wednesday, 25 March 2026 10:42:48 PM

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To Whom it may concerns,

This is solely my personal point of view, i hope it can be a useful input to the project

I own the business and the building on Melbourne Street since 2007. The nature of our business is a yakitori izakaya where we trade only at night time from 6pm. We do preparation in the shop during the day time.

from my observation for almost 20 years on Melbourne Street

1. Car Parking:

This is a main problem, there is not enough car parking area. We are still lucky, as we are a small restaurant with a capacity of 30 people only. For the last few years, we do have many booking customers who are late due to hard finding a parking spot, and some will just call in and cancel, because no car park

This problem is getting frequent after the new 6 stories accommodation completed, and whenever there is an event at the Oval, football match / concerts

Many claim the oval will bring more traffic to Melbourne street, but from my personal experience, no one can get parking on Melbourne street during an event at oval, and it is too far to get food and drinks from Oval to Melbourne St. is closer to walk across the bridge for food and drinks in the city.

Businesses, at least to me, are dead whenever the oval has an event on.

the only bigger parking area on Melbourne street now is behind the bottle shop, used to be Melbourne Street Cellar.

2. Flexible Kerbside Space:

The idea is great, to encourage more outdoor sitting / activities from a restaurant / bar. I think this is only another way for the council to make some extra money. because these are NOT free spaces for the business to use.

- regardless, off street parking numbers are cut down

- if the business can afford the space, less parking on Melbourne St, IF 10 businesses can afford the space, NO parking available on Melbourne St.

- No parking, No traffic, No customers .. business will be dead at the end but council can still collect RENT. Personally, I don't see the point. The Parklet project is very similar.

What problem are we solving here? attracting more traffic in, then keep them away because they can not find a car park.

3. Melbourne Street Future:

Personally, I do really hope Melbourne street can be better and restore its glory like 30 - 40 years ago. my bald opinion is, if Melbourne street gets better, my property value will go up as will my business. To make Melbourne street better, is my utmost interest.

I am trying very hard to make our restaurant a reason for people to travel to Melbourne street at night, but I need more businesses to work together, and give people a reason to visit Melbourne street.

The problem now is, there are not enough businesses on Melbourne street that attract

visitors / traffic. We mostly have medical and finance offices on the street. Regardless, day or night time, the street is dead.

To make the street visually better, does it really give reasons / can attract interesting business operators to invest in Melbourne Street?

4. Solutions:

i think the council should limit the numbers of particular businesses in the area, i.e cap a number for medical practices or financial offices. but allow restaurants or bars, fashions ease to set up in the area. These policies, in conjunction with the street upgrade, will attract more visitors and business operators to the street.

5. Melbourne Street Challenges:

- lack of parking space
- lack of businesses that attract people into the street
- slowing down the speed limit, for what purpose? so drivers can see an interesting shop to visit, but can't get a parking spot?
- Wombat Crossing, do we have that much walking traffic on Melbourne Street now? What are they doing in Melbourne Street?

These are my thoughts. I appreciate your team for taking up this uneasy project. I have talked about problems that you all already know, but no solutions.

How are we solving the parking issue during the oval event? how to increase more parking space in the area? how to attract more business investors into Melbourne Street, i don't know. but these are the current problems, that few more trees and art work display will not solve the problem.

thank you for reading

regards,
Eddie

--

Yakitori Takumi
60/ 55 Melbourne Street,
North Adelaide 5006
South Australia
08 8239 2111

Melbourne Street - Main Street Revitalisation

Survey

19. Do you have any other comments or suggestions for the Melbourne Street Revitalisation Project?

Melbourne St needs to have 3 Zebra crossings and one traffic light crossing. One near Boncellet McDonald House, one where the existing pedestrian lights are near the Barber Shop and one between there and the lights at the entry to Melbourne St from the East.

Jetty Road redevelopment has created a major problem for the profitability of traders. Be aware of this and plan accordingly.

Melbourne St needs some proper downtown shops and restaurants. Most food outlets are really just cafes. Slowing the traffic down to 30 km/h is a bad idea and will create bigger traffic problems. It is not an issue now, so why change it.

The addition of new planter boxes has been a good thing. However these need to have consistent planting in them, and be watered and trimmed regularly.

The silly things half way up a pole are ridiculous!

All of the street light poles need to be painted a more pleasant colour than green. This alone will enhance the street scape.

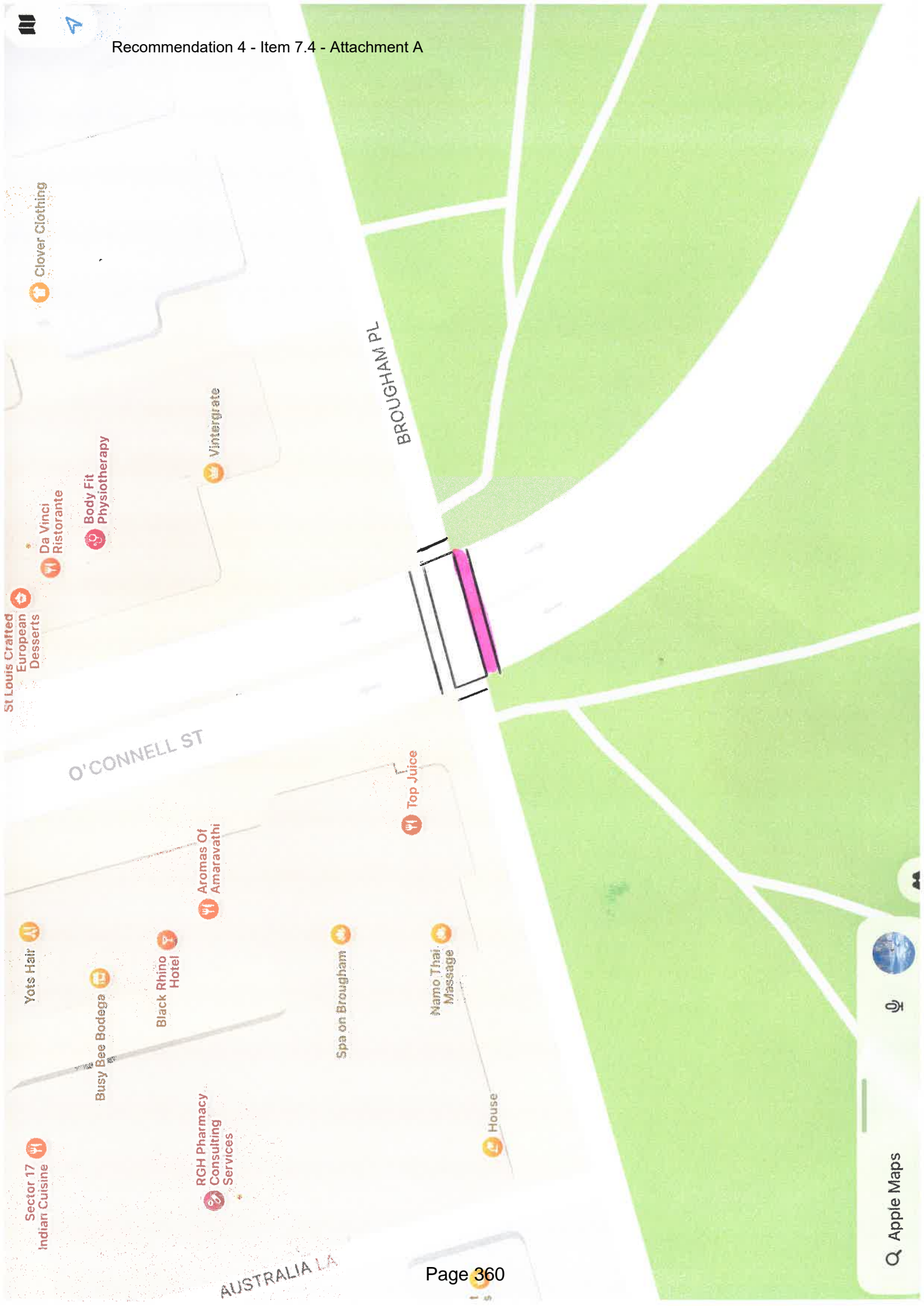
Melbourne St needs revitalisation! It is a major road into the city and will always be, unless other options are found. By doing what you plan you will make bigger problems than currently exist!

20. If you would like to receive updates on the project, please enter your email below:

at the corner of Brougham Place and O'Connell St there needs to be an additional pedestrian crossing installed. There are currently 3, but a fourth needs to be installed on the southern side. With more apartments, Uni colleges etc, pedestrian traffic

is going to increase.

* Please see the drawings.



Melbourne Street - Main Street Revitalisation

Survey

19. Do you have any other comments or suggestions for the Melbourne Street Revitalisation Project?

Need to address easy parking ~~as~~ for a destination street. Currently some businesses haven't thrived on Melb St as people can't park easily + pop in to shops. Being an arterial like road hasn't helped + this needs to be discouraged (hence your proposed speed limit change).

Would love to see revitalisation like King William St + encouragement for new cafes etc but need to work on keeping mafia type element out and money laundering. We don't want to end up like O'Connell St with fire bombs + shootings in the past!

have the free connector bus!!

20. If you would like to receive updates on the project, please enter your email below:



feedback@melbournestreetupgrade.com.au

10 April 2026

Dear Sir/Madam,

Walking SA appreciates the opportunity to provide feedback on the Melbourne Street Revitalisation Project.

Melbourne Street is a key main street in North Adelaide, serving as an important destination for hospitality, retail, services, and local community activity. The revitalisation project presents an opportunity to strengthen Melbourne Street as a vibrant, people-focused destination and create an attractive, welcoming environment for residents, businesses, and visitors alike.

Walking SA fully supports the City of Adelaide's objectives to revitalise the street and enhance its public realm. We particularly endorse initiatives that improve pedestrian safety, accessibility, comfort, and overall place activation.

About Walking SA

Our vision is for a world-class, walkable South Australia, where cities and communities are designed to encourage more people to walk more often. This vision is supported by the four pillars outlined in our Walking SA Strategic Plan (2023–2025): walkability, walk experiences, socially responsive and sustainable growth.

As an advocacy organisation dedicated to promoting walking as a primary mode of transport and a cornerstone of healthy, sustainable, and accessible communities, Walking SA is committed to ensuring that walking remains central to the cities future transport planning.

Our Response

Walking SA appreciated the opportunity to meet with the project team on 3 March 2026 and to gain a deeper understanding of the project, including its opportunities and constraints. In response to the concept design currently under consultation, Walking SA provides the following comments.

· Support for Safer Pedestrian Crossings

Walking SA strongly supports the delivery of the raised wombat crossings proposed at the eastern and western ends of Melbourne Street. We acknowledge that, combined with the signalised crossings, this provides safe crossing points approximately every 200 to 400 metres along the

Supported by:



Government of South Australia
Office for Recreation, Sport and Racing

**Recreation
Transport
Education
Engagement**
SA's Trails Database

street between Brougham Place and Mann Terrace, significantly enhancing both safety and accessibility.

Best practice recommends providing crossing points at least every 80 to 100 metres along main streets. However, Walking SA considers the proposal a significant improvement on the existing situation, noting that priority crossings help create gaps in traffic and make it easier to cross at uncontrolled locations. Raised crossings are proven to improve pedestrian visibility, reduce vehicle speeds, enhance accessibility for people with mobility impairments and create a safer environment for people walking.

We also strongly support the early installation of the wombat crossings, rather than waiting for the full main street upgrade, to deliver safety benefits to pedestrians as soon as possible.

Given Melbourne Street's role as a busy hospitality and retail precinct, Walking SA also recommends that, where small unsignalised side streets intersect with Melbourne Street, the Council take the opportunity to include continuous footpaths as part of this significant upgrade. This would further strengthen Melbourne Street's position as one of the premier main streets in the City of Adelaide.

Walking SA also strongly supports the widened kerb build outs at Jerningham and Melbourne Street signalised intersection. We also encourage Council to consider a scramble crossing arrangement at this location. A scramble crossing design would improve access not only for pedestrians but also for cyclists using Melbourne Street or Jerningham Street, noting that Jerningham Street will serve as the main thoroughfare for cyclists accessing Melbourne Street. A scramble crossing would also allow for the inclusion of bike boxes at the Jerningham Street approaches, further enhancing safety and accessibility for cyclists.

- Support for Wider and More Comfortable Footpaths

Walking SA supports measures that increase pedestrian space and improve footpath amenity. We endorse the proposal to narrow the carriageway and widen the footpath along the section between Jerningham Street and Dunn Street.

Walking SA also recommends the inclusion of bike parking nodes to support cyclists. This would allow through-riders to use the parallel bicycle routes while providing visitors to Melbourne Street with safe and convenient locations to park their bikes before walking to their destinations.

We encourage the City of Adelaide to:

- Maximise footpath widths wherever possible.
- Maintain clear pedestrian through-routes that are accessible for all users.
- Provide sufficient space for outdoor dining without obstructing pedestrian movement, noting that flexible parking spaces support this objective.

- Ensure footpaths comply with universal access standards.

Pedestrian comfort is particularly important on streets with high levels of café and dining activity, where congestion and clutter can occur. Prioritising wider, accessible, and uncluttered footpaths will significantly enhance the pedestrian experience and help establish Melbourne Street as a vibrant and welcoming main street..

- Support for increased street greening and shade

Walking SA supports increased greening as part of the revitalisation works. Street trees and landscaping provide shade for pedestrians, reduce urban heat, enhance comfort, encourage longer dwell times, and improve streetscape character.

Given Adelaide's increasingly hot summers, shaded walking environments are essential to support active transport and vibrant street life. It is also important that greening and shade are provided near bus stops to make waiting in hot weather more comfortable and enjoyable.

- Support for lower speed limits and slower vehicle speeds

Main streets function best when vehicle speeds are low and pedestrian activity is prioritised. Walking SA strongly supports the City of Adelaide's proposal to reduce the speed limit along Melbourne Street to 30 km/h and encourages consideration of a further reduction to 25 km/h.

This is particularly important on the section between Jerningham Street and Dunn Street, where cyclists will be required to share the roadway with vehicles due to the narrowed carriageway needed to accommodate widened footpaths.

Lower vehicle speeds improve safety and create a more comfortable, inviting environment for people walking. They also better support cyclists, particularly given the proposed removal of the existing non-standard advisory bicycle lanes.

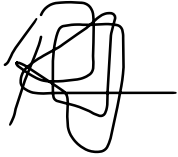
Conclusion

Evidence consistently shows that walkable streets support local economies. Streets designed for people encourage longer dwell times, increased visitation, higher retail activity, and stronger street life and vibrancy.

Walking SA strongly supports the Melbourne Street Revitalisation Project and commends the City of Adelaide for investing in improvements to one of North Adelaide's key main streets. While it is appreciated that funding constraints may necessitate the removal of some elements, such as continuous footpaths across side streets, Walking SA strongly recommends reconsidering this, noting that once constructed, opportunities for future improvements may be decades away.

Thank you for the opportunity to contribute to this important and much-needed project.

Yours sincerely

A handwritten signature in black ink, appearing to be 'Rod Quintrell', written over a horizontal line.

Rod Quintrell
Executive Director

Adelaide

27 Halifax Street
Enter via Symonds Pl
Adelaide, SA 5000

(08) 8333 7999

Melbourne

68 Clarke Street
Southbank, VIC 3006

(03) 8593 9650

Perth

Level 17, 1 Spring Street
Perth, WA 6000

(08) 6285 3177

Brisbane

GPO Box 2349
Brisbane, QLD 4000

(07) 3778 7420



Attachment B - Consultation Promotion and Outreach Activities Summary

Our Adelaide Website

Details and audience

A link to the project page was provided on CoA's Our Adelaide page. Our Adelaide also hosted the survey, fact sheet and concept design.

614 total views, the top three traffic sources being direct, Google search and through Facebook posts

Metrics

22 December 2025 - 25 February 2026 (pre-consultation period)

- 240 views

25 February – 25 March 2026 (consultation period)

- 1614 views

Fact Sheet

Details and audience

A fact sheet was developed to outline key information about the engagement and how to provide feedback. It was uploaded to Our Adelaide, delivered via letterbox drop to residents and businesses surrounding Melbourne Street, and posted to property owners.

Metrics

- Australia Post direct Mail: 763
- Letterbox distribution: 1325

The catchment area shown below:



A UNIQUE TEAM CREATING AN EXTRAORDINARY CITY

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

Social Media

Details and audience

Posts were made across CoA’s social media channels (Facebook, Instagram and LinkedIn) to promote the engagement. All social media posts directed traffic to Our Adelaide webpage.

Metrics

22 December 2025 - 25 February 2026 (pre-consultation period)

- Posts on 22/12/25 and 12/2/26
- Total impression of 42,64k
- Total reach of 27,93k

25 February – 25 March 2026 (consultation period)

- Posts on 25/2/26, 12/3/26, 23/3/26 and 25/3/26
- Total impression of 47,210
- Total reach of 28,800

DATE ↓		POSTS	IMPRESSION	REACH	ENGAGEMENT	ENGAGEMENT	REACTIONS	COMMENTS
-		10	89,85K	56,73K	604	0,67%	477	28
23 Mar	4:36 PM	<p>📌 Last chance to have your sa... @ City of Adelaide Melbourne Street Revita...</p>	2,15K	1,48K	3	0,14%	3	0
12 Mar	3:00 PM	<p>📌 Have your say on the future... @ City of Adelaide Melbourne Street Revita...</p>	12,58K	7,39K	96	0,76%	66	2
12 Mar	3:00 PM	<p>📌 Have your say on the future... @ City of Adelaide Melbourne Street Revita...</p>	6,22K	4,47K	29	0,47%	21	5
25 Feb	12:00 PM	<p>Community consultation has of... @ City of Adelaide Melbourne Street Revita...</p>	13,39K	8,02K	103	0,77%	77	6
25 Feb	12:00 PM	<p>Community consultation has of... @ City of Adelaide Melbourne Street Revita...</p>	12,87K	7,44K	51	0,4%	31	7
12 Feb	3:54 PM	<p>📌 Changes are coming to Mel... @ City of Adelaide Melbourne Street Revita...</p>	17,64K	11,82K	105	0,6%	92	4
12 Feb	3:52 PM	<p>Melbourne Street Revitalisation... @ City of Adelaide Melbourne Street Revita...</p>	3,97K	2,76K	44	1,11%	42	2
12 Feb	3:50 PM	<p>📌 Changes are coming to Mel... @ City of Adelaide Melbourne Street Revita...</p>	10,8K	6,51K	113	1,05%	91	0
22 Dec 2	5:19 PM	<p>Community consultation will st... @ City of Adelaide Melbourne Street Revita...</p>	2,61K	1,8K	28	1,07%	28	0
22 Dec 2	5:18 PM	<p>Community consultation will st... @ City of Adelaide Melbourne Street Revita...</p>	7,62K	5,05K	32	0,42%	26	2



Street Signage

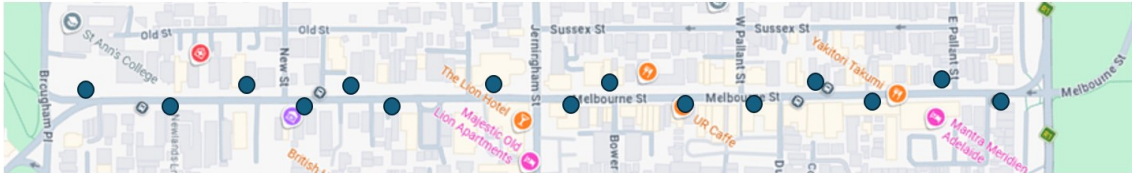
Details and audience

Posts were made across CoA's social media channels (Facebook, Instagram and LinkedIn) to promote the engagement. All social media posts directed traffic to Our Adelaide webpage.

Metrics

Promotional signs advising commuters, visitors and other passers-by of the engagement.

30 promotional signs as A2 corflute posters installed along Melbourne Street, attached to light poles on both sides with indicative locations and photos shown below:



Stakeholder Meetings – North Adelaide Society

Meeting declined due to conflicting engagements. Members invited to attend other events
Request to meet via email on 12/02/2026, 3/03/2026, 4/03/2026.

Business Forum Invitation

Details and audience

All businesses on Melbourne Street were hand delivered an invite to the business forum.
Where possible invitations were also distributed via email.

Metrics

Distributed by hand (A4 invitation letter) to approximately 50 businesses and commercial premises on Melbourne Street.

Email invitation sent to 110 business owners in and around Melbourne Street, with 2 project reminder emails sent on and 2 CoA reminder emails sent.

Promotion from City of Adelaide Place Partner – North Adelaide

Details and audience

Emails sent with links to notify upcoming consultation, business forum, drop-in sessions, surveys and other way to participate.

Metrics

Email data base included 125 businesses mostly on Melbourne Street, east of Jerningham Street with a few at the western end and surrounding street, as well as the North Adelaide Precinct Association.

22 December 2025 - 25 February 2026 (pre-consultation period)

- 17/02/2026
 - Highlighting Facebook and Instagram posts
 - Melbourne St works overview
 - Wombat crossings progressing in the coming months
 - Revitalisation Community Consultation coming soon
 - Short term works completed

25 February – 25 March 2026 (consultation period)

- 25/02/2026
 - Forward of the above email
 - Plus Community Consultation now open
 - Business Forum date and invitation coming
- 12/03/2026
 - Business forum reminder
 - Drop-in session dates
 - Feedback links



2026/27 Rates: Policy Review, Valuations & Declaration

Tuesday, 23 June 2026
Council

Strategic Alignment - Our Corporation

Public

Program Contact:
Mitch Woods, Associate Director
Finance & Procurement

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

This report facilitates the setting of Council rates for 2026/27 which supports Council's adoption of the annual Business Plan and Budget, ensuring sufficient revenue is generated to fund services, infrastructure and strategic priorities, and repay debt, while maintaining equity across the community.

The rates setting process includes reviewing the Rating Policy, adopting the valuations, declaring the rates, and approving any discretionary rates rebates. Much of this process is governed by the *Local Government Act 1999* (SA).

The 2026/27 Rating Policy review proposes minimal change, with the only amendment being an increase in the minimum rate to \$415.00. This revised minimum rate underpins the recommended rates in the dollar for the financial year.

Council will adopt Annual Value valuations, as required under legislation, with all valuations prepared independently. The total property valuation is \$1.521 billion, of which \$309.55 million is rate-exempt, reflecting the significant portion of non-rateable property within the City of Adelaide. This non-rateable property results in approximately \$45.38 million in foregone revenue, which places additional burden on the rates base.

Rates have been structured to ensure equity across residential, commercial, and vacant land, with differential rates applied in accordance with legislative requirements. They will generate \$158.893 million in general rates revenue for the 2026/27 financial year net of mandatory and discretionary rebates.

In addition to general rates, Council will apply a Landscape Levy to recover \$1.785 million on behalf of the Green Adelaide Board and a Rundle Mall separate rate, generating \$4.232 million to fund precinct marketing and management via the Adelaide Economic Development Agency (AEDA).

Council maintains provisions for mandatory rebates, financial hardship relief, and discretionary rebates, guided by policy to ensure fairness while limiting cross-subsidisation from the broader community.

Overall, Council's rates framework balances financial sustainability, legislative compliance, and equity for ratepayers.

RECOMMENDATION

THAT COUNCIL

Part 1 – Rating Policy Review

1. Notes the review of the Rating Policy including the amendments made to the minimum rate, increasing it from \$400.00 per annum to \$415.00 per annum.
2. Adopts the revised Rating Policy as per Attachment A of the report.

Part 2 – Adoption of valuations

3. Adopts for rating purposes, the 2026/27 valuations of land within the Council's area based on Annual Value, pursuant to Section 167(2)(b) of the *Local Government Act 1999 (SA)*. The Annual Value comprised within the Assessment Record amounts to a total of \$1,521,044,534 of which \$1,211,492,241 represents the total value of rateable land within the area of the Council.

Part 3 – Declaration of Rates

4. Declares the following differential general rates for the year ending 30 June 2027, to apply to all rateable land within the Council area:
 - 4.1 \$0.11967651 in the dollar of the \$361,973,526 value for all rateable land with a Category 1 (residential land) use.
 - 4.2 \$0.14660372 in the dollar of the \$845,498,865 value for all rateable land use with a Category 2 (commercial shop), Category 3 (commercial office), Category 4 (commercial other), Category 5 (industry light) and Category 6 (industry other), Category 7 (primary production), and Category 9 (other) land uses.
 - 4.3 \$0.23935301 in the dollar of the \$4,019,850 value for all rateable land with a Category 8 (vacant land) use.
5. Declares pursuant to Section 69 of the *Landscape South Australia Act 2019* and Section 154 of the *Local Government Act 1999 (SA)*, a separate rate of \$0.00154198 in the dollar on the \$1,211,492,241 value of all land within the City of Adelaide, which falls within the Green Adelaide Region, so as to reimburse the Council for the amount contributed or to be contributed by the Council to the Green Adelaide Board in 2026/27.
6. Declares pursuant to Sections 154(1), and (2)(a) of the Act, a separate rate of \$0.03170922 in the dollar (to be known as the Rundle Mall separate rate) for the period 1 July 2026 to 30 June 2027, on the annual value of all rateable land within the Rundle Mall Precinct (except land within the Rundle Mall Precinct which has a residential land use) being the area bounded by the:
 - 6.1 Southern alignment of North Terrace between Pulteney and King William Streets.
 - 6.2 Eastern alignment of King William Street between North Terrace and Grenfell Street.
 - 6.3 Northern alignment of Grenfell Street between King William and Pulteney Streets.
 - 6.4 Western alignment of Pulteney Street between Grenfell Street and North Terrace.
7. Approves pursuant to the provisions of Section 181(2) of the Act, all rates and charges which have been imposed for the financial year ending 30 June 2027 will fall due in four equal instalments on the following days: 1 September 2026; 1 December 2026; 1 March 2027; 1 June 2027.

Part 4 – Discretionary Rates Rebates

8. Approves the granting of the 2026/27 discretionary rates rebates as per the schedule in Attachment B.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Effective and compliant rating helps ensure responsible financial management through the principle of intergenerational equity while delivering quality services.
Policy	2026/27 rates and valuations have been determined in accordance with Council's revised Rating Policy.
Consultation	Community consultation on the draft 2026/27 Business Plan & Budget commenced at 9.00am on Tuesday 5 May 2026 and concluded on midnight Tuesday 26 May 2026, and included the expected revenue to be raised contingent upon valuations and declaration of rates.
Resource	Rate revenue, as a principal revenue source, underpins the 2026/27 Business Plan & Budget, which identifies how Council's resources will be allocated in meeting the 2026/27 deliverables and objectives of the Strategic Plan and other related plans and strategies.
Risk / Legal / Legislative	Sections 151(3) and 167(1)-(8) of the Act outline the legislative requirements for the adoption of valuations by Council. Sections 167(6) and 170 further require Council to publish notices in the Government Gazette and local newspapers within 21 days of adopting valuations and declaring rates for 2026/27.
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	The rates levied as a result of this report will generate \$165.018 million in revenue which has been incorporated into the draft 2026/27 Business Plan and Budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. At the City Finance and Governance Committee meeting held on Tuesday 16 June 2026, the Committee recommended to Council the Draft 2026/27 Business Plan & Budget which included a 5.6% rate increase.
2. This report facilitates the setting of Council rates for 2026/27 which supports Council's adoption of the 2026/27 Draft Business Plan and Budget, ensuring sufficient revenue is generated to fund services, infrastructure and strategic priorities, and repay debt, while maintaining equity across the community.

Rating Policy Review

3. Council's Rating Policy ("the Policy") is reviewed annually in line with the Business Plan and Budget. The current Policy was adopted by Council in June 2025 (current policy at [Link 1](#)).
4. The Policy has now been reviewed as part of the process to develop the 2026/27 Business Plan and Budget, with the only proposed change being to reflect the increase of the Minimum Rate (on Page 4 of the policy document).
5. The revised Policy will include the Minimum Rate value set at \$415.00 per annum.
6. The 2026/27 rates in the dollar being recommended in this report have been derived on the basis that the minimum rate is set at \$415.00 per annum.

Valuations

7. In accordance with Section 167(1) of the Act, Council must formally adopt valuations as a prerequisite to declaring rates for 2026/27.
8. In accordance with its Rating Policy, Council has elected, under Section 151(3) of the Act, to apply the Annual Value method in determining valuations for rating purposes.
9. For the 2026/27 rating year, all valuations, including those relating to new developments and alterations, have been prepared by an independent external provider.
10. For the 2026/27 financial year the valuation of all land within the area of the Corporation of the City of Adelaide totals \$1,521,044,534 and the total value of rateable land being \$1,211,492,241. The difference of \$309,552,293 is the value of land that is exempt from council rates under Section 147(2) of the Act.
11. Section 167(6) of the Act requires Council to publish a notice of the adopted valuations in the Gazette within 21 days after the date of the adoption.

Rates

12. Consideration has been given to consistency and equity across the Council area in the imposition of rates on residents, business sectors, and the wider community, as required under Section 153(2) of the Act.
13. Section 156(1)(a) of the Act allows Council to impose differential rates according to the use of the land as prescribed in Regulation 14(1) of the *Local Government (General) Regulations 2013 (SA)*.
14. In accordance with its Rating Policy, Council will impose the following differential rates in the dollar for residential, non-residential and vacant land property:

Category #	Category	Sub-Category	Rate in the Dollar
Category 1	Residential	Residential	\$0.11967651
Category 2	Commercial	Commercial Shop	\$0.14660372
Category 3	Commercial	Commercial Office	\$0.14660372
Category 4	Commercial	Commercial Other	\$0.14660372
Category 5	Commercial	Industry Light	\$0.14660372
Category 6	Commercial	Industry Other	\$0.14660372
Category 7	Commercial	Primary Production	\$0.14660372
Category 8	Vacant Land	Vacant Land	\$0.23935301
Category 9	Commercial	Other Land Uses	\$0.14660372

15. Section 181 of the Act enables all rates and charges payable for the financial year ending 30 June 2027 to fall due in four equal or approximately equal instalments on the following days: 1 September 2026; 1 December 2026; 1 March 2027; 1 June 2027.
16. As required under Section 150(b) of the Act, Council's Rating Policy has provisions relating to relief for those experiencing financial hardship.

Separate Rate: Landscape Levy

17. The *Landscape South Australia Act 2019* (SA) imposes the duty on councils to charge a levy as though it were a separate rate under Chapter 10 of the Act, on all rateable land in the defined area of the Green Adelaide Board ("the Board").
18. Such a rate must be fixed and calculated to raise the same amount as the Council's share to be contributed to the Board (considering any rebates/remissions in Division 5, Chapter 10).
19. As such, it is proposed to set a separate rate in the dollar of \$0.00154198 to recover this amount on behalf of the Board.
20. The amount to be collected from ratepayers on behalf of the Board in the 2026/27 financial year is \$1.785 million net of mandatory and discretionary rebates.

Separate Rate: Rundle Mall Levy

21. The Rundle Mall differential separate rate is declared pursuant to Section 154(1) and (7) of the Act and is contributed by non-residential ratepayers within the defined Rundle Mall Precinct.
22. The Rundle Mall Precinct refers to an area bordered by King William Street, North Terrace, Pulteney Street and Grenfell Street, as follows:
 - 22.1 Southern alignment of North Terrace between Pulteney and King William Streets.
 - 22.2 Eastern alignment of King William Street between North Terrace and Grenfell Street.
 - 22.3 Northern alignment of Grenfell Street between King William and Pulteney Streets.
 - 22.4 Western alignment of Pulteney Street between Grenfell Street and North Terrace.
23. The Rundle Mall differential separate rate is collected by Council on behalf of the Adelaide Economic Development Agency (AEDA), a Council subsidiary. AEDA has full responsibility for Rundle Mall management, operations, marketing and business development.
24. The purpose of the separate rate is funding the marketing and management of the Rundle Mall Precinct including actions and initiatives to promote Rundle Mall as a destination for shopping and to enhance the vibrancy of the precinct.
25. It is proposed to set a Rundle Mall differential separate rate of \$0.03170922 which will generate \$4.232 million in revenue net of mandatory and discretionary rebates. This amount has been incorporated in the AEDA Draft 2026/27 budget.

Rate Exemptions & Mandatory Rate Rebates

26. Section 147 of the Act specifies those properties that are exempt from council rates.
27. In addition, the *Recreation Grounds Rates and Taxes Exemption Act 1981* (SA) specifies that recreation grounds are exempt from council rates where the land is occupied under a lease, licence or permit granted by the Council and is used by the occupier for the purposes of sport and recreation.
28. The *Fire and Emergency Services Act 2005* (SA) also specifies that land occupied or held by an emergency services organisation will be exempt from council rates.
29. The City of Adelaide has the highest proportion of 'rate-exempt' properties of any council in South Australia. In 2026/27 approximately \$45.38 million of rates revenue will be foregone in respect of 'rate-exempt' properties.

30. In addition to rate-exempt properties, the table below provides a summary of the properties that have been determined to be eligible for a Mandatory Rebate in accordance with the Act and will be granted a rates rebate in the 2026/27 financial year:

Mandatory Rebate Category	Number of Properties	Value of Rebates
75% Rebate – Community Service	778	\$1,767,448
100% Rebate – Education	136	\$1,531,113
100% Rebate – Health/Hospital	10	\$1,973,066
100% Rebate – Religious	93	\$1,339,622
100% Rebate – Zoo	2	\$486,988
TOTAL	1,019	\$7,098,237

Discretionary Rate Rebates

- 31. Section 166 of the Act provides Council with the discretion to grant rates rebates for a range of purposes and activities.
- 32. Council adopted a Rates Rebate Policy in June 2025 (current Policy at [Link 2](#)) which provides a framework for determining eligibility for a discretionary rates rebate.
- 33. The table below provides a summary of the properties that have been determined to be eligible under Council’s Rates Rebate Policy and will be granted a discretionary rates rebate in the 2026/27 financial year:

Discretionary Rebate Category	Number of Properties	Value of Rebates
Pensioner	104	\$10,400
100% Rebate	5	\$21,624
75% Rebate	24	\$125,588
40% Rebate	3	\$21,697
20% Rebate	3	\$16,361
10% Rebate	3	\$2,850
5 Year Rate Free	7	\$26,437
10% Cap Rebate – Residential Properties	4,711	\$402,936
10% Cap Rebate – Non-Residential Properties	1,130	\$1,720,747
TOTAL GENERAL RATES REBATES	5,990	\$2,348,640
Rundle Mall Levy Rebates	8 (included in above)	\$28,010.34
Landscape Levy Rebates	1,064 (included in above)	\$82,480.94
TOTAL REBATES	5,990	\$2,459,338

- 34. A schedule of properties receiving Discretionary Rates Rebate in 2026/27 is disclosed in Attachment B (excluding those receiving the Pensioner Rebate and Cap Rebates).
- 35. Where properties are provided a discretionary rates rebate, those rates foregone must be contributed by the rest of the community. The principles of equity dictate that Council remains diligent in only providing discretionary rates rebates where they are warranted.

ATTACHMENTS

Attachment A – Draft Rates Policy 2026

Attachment B – 2026/27 Discretionary Rate Rebates

- END OF REPORT -

RATING POLICY

June 2026

legislative

PURPOSE

The purpose of this policy is to outline Council's approach towards rating its community in line with the requirements of the *Local Government Act 1999* (SA) (the Act).

Section 123 of the Act requires Council to have a rating policy that must be prepared and adopted as part of the Business Plan and Budget each financial year in conjunction with the declaration of rates.

STATEMENT

Council's powers to raise rates are found in Chapter 10 of the Act which provides the framework within which the Council must operate, but also leaves room for the Council to make a range of policy choices.

This document includes reference to compulsory features of the rating system, as well as the policy choices that the Council has made on how it imposes and administers the collection of rates.

At all times, the rating policy should be fair and equitable, recognising that all ratepayers have access to core goods services and should contribute toward the costs of providing these services.

Principles of Taxation

Rates are not fees for services. They constitute a system of taxation on the community for Local Government purposes. This policy represents the Council's commitment to balancing the five main principles of taxation with the need to raise revenue for the purpose of providing the services the community requires.

Benefit received – ratepayers who receive more benefit (services provided, or resources consumed) should pay a higher share of tax,

Capacity to Pay – a ratepayer who has less capacity to pay should pay less, and ratepayers of similar means should pay similar amounts,

Administrative simplicity – minimal costs are involved in applying and collecting the tax and the tax is difficult to avoid,

Economic efficiency – whether or not the tax distorts economic behaviour,

Policy consistency – the tax should be internally consistent, and based on transparent, predictable rules that are easily understood and accepted by ratepayers,

In applying these principles, any decision with respect to rating should consider the financial effects of the decisions made today on the future generations of tomorrow.

For example, Council operating deficits imply that today's ratepayers are paying less than the cost of the services they are consuming, and this is inequitable to the ratepayers of the future.

The City of Adelaide acknowledges the Kurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

Valuation Methodology

Under Section 151 of the Act, Council may adopt one of two valuation methodologies to value the properties in its area:

- Capital value: the value of land, buildings, and other improvements
- Annual assessed value: the value of the rental potential of the property.

The Council has adopted the use of annual assessed value as the basis for valuing land. The main reasons for choosing annual assessed value are:

- The majority of residential and non-residential properties in the City are leased (i.e. are not owner occupied), therefore it is a suitable valuation measure considering the ability to pay according to the income earning potential of the property
- Annual assessed value is based on the predominant non-residential land use for the city, annual value has been used for many years and is understood by the majority of ratepayers
- The availability of a significant amount of annual market rental information makes the annual value method more efficient to administer
- This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

As per Section 167 of the Act, Council engages a firm to undertake an annual valuation program to ensure that rating valuations are equitable. This is achieved by ensuring that the valuations are assessed on the basis of the most recent market evidence and are consistent across the Council area.

Exemptions

The City of Adelaide's practice is to identify and value all land in the council area. Once identified, each separate piece of land is assessed for rateability. Section 147 of the Act specifies those types of property which shall be exempt from council rates.

The City of Adelaide has the highest proportion of rate-exempt property of any Council in South Australia.

Properties can be identified as exempt from council rates in certain circumstances:

- Crown Land – public properties used or held by the Crown for a public purpose
- University Land – properties occupied by a University
- Recreation Grounds – properties satisfying the criteria set out in the *Recreation Grounds Rates and Taxes Exemption Act 1981*
- Council Land – public properties occupied or held by the Council
- Emergency Services – properties satisfying the criteria set out in the *Fire and Emergency Services Act 2005*
- Another Act – properties specifically exempted from council rates by virtue of another Act (either Commonwealth or State).

Council is mindful that wherever properties become exempt from paying council rates, or where a rebate is applied, those rates foregone must be contributed by the rest of the community.

The principles of equity dictate that Council remains diligent in only awarding exemptions where they are warranted.

It is Council’s practice to adopt valuations for all exempt properties. Where exempt properties become rateable part of the way through the financial year, rates will be calculated and recovered.

Components of Rates

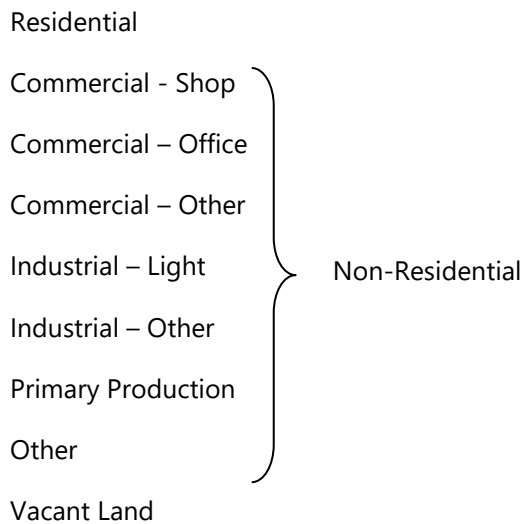
Differential Rating

The largest component of rates levied is calculated by reference to the value of property. Property values reflect, among other things, the relative availability of and access to Council services and relative capacity to pay.

The Act allows Council to ‘differentiate’ rates based on the use of the land, locality of the land, the use and locality of the land or on some other basis determined by Council. The Council has determined that differential rates will be applied to all rateable properties based on their predominant land use.

In formulating the rating structure, Council should consider issues of consistency and comparability across council areas in the imposition of rates on various sectors of the business and wider community.

Definitions of the use of the land are prescribed by regulation and are categorised as:



Council’s current rating structure has been formulated so that there is effectively one rate in the dollar for all property falling within the defined land use classes residential, non-residential, and vacant land.

Vacant Land

A differential vacant land rate on all vacant land holdings will be declared to:

- Provide a disincentive to withholding land from development
- Discourage land banking

- Recognise the cost of surrounding infrastructure and services.

The differential rate on vacant land will be 200% of the declared residential rate (i.e. double).

The discretionary rebate powers available to Council under Section 166 of the Act will provide a rebate (rate relief) to the principal ratepayers of vacant land in certain circumstances.

There are a number of small parcels of vacant land on separate titles that form part of a rear garden, a side gate entrance or other small piece of adjacent land that may not be able to be developed in their own right. Where it is clear the land cannot be developed the rebate entitlements under Section 166 of the Act will be applied.

The effect of the rebate will be to reduce the differential rate to the applicable non-residential rate.

Property Developments

Where a Development Application (DA) has been approved for a residential or non-residential development, rating of the property during the construction phase (development site) will be applied based on the DA's approved residential or non-residential status.

For example

- A residential property that has been demolished and a new residential building is being constructed, the property will be rated as residential during the construction phase.
- A residential property, that has been demolished, and a commercial building is being constructed, the property will be rated as non-residential during the construction phase.

The above construction phase will apply to all property developments and not just those on vacant land.

Minimum Rate

Section 158 of the Act provides that councils may fix a minimum amount payable by way of rates (a minimum rate).

Where two or more adjoining properties have the same owner and are occupied by the same occupier, only one minimum rate is payable by the ratepayer.

Where a Council imposes a minimum rate, it must not apply to more than 35% of properties in the Council area.

Council imposes a minimum rate, as it considers it appropriate that all rateable properties make a base level contribution to the cost of:

- Creating and maintaining the physical infrastructure that supports each property;
- Administering council functions; and
- Delivering council services

The minimum rate been set at \$415.00 per annum.

Short-Term Accommodation (STA)

From 1 July 2024, residential properties meeting councils' criteria for short-term-accommodation will be considered as having a predominant commercial land use.

The council adopted criteria for being classified as short-term-accommodation is a property must be available:

- for more than 90 days in the preceding financial year, and
- on a non-hosted basis.

A property meeting the criteria will be assigned a property classification of COM-Other attracting the non-residential rate in the dollar.

As a non-residential property a Rundle Mall Separate Rate may be applied if the property is located within the Rundle Mall Levy area.

A property owner may submit an objection to Land Use within 60 days of receiving their first quarter rate notice. The objection application must include evidence supporting the property does not meet councils short-term-accommodation criteria.

Separate Rates

Under Section 154 of the Act, a Council may declare a separate rate on rateable land within a part of the area of the council for the purpose of planning, carrying out, making available, supporting, maintaining or improving an activity that is, or is intended to be, of particular benefit to the land, or the occupiers of the land, within that part of the area, or to visitors to that part of the area.

Council has determined that the use and level of the separate rate provisions of the Act will be limited to the use of a separate rate for:

- Recovery of the funding requirements of the Green Adelaide Board
- Marketing and managing the Rundle Mall Levy Area.

Regional Landscape Levy Separate Rate

On 1 July 2020, the *Landscape South Australia Act 2019* came into effect replacing the former *Natural Resources Management Act 2004*. Natural Resource Management (NRM) levies have been replaced with regional landscape levies.

In the Adelaide region, the landscape levy will fund the work of the Green Adelaide Board (previously the Hills and Fleurieu Board) in leading the city towards a greener, more sustainable and climate resilient future through urban greening, water management and biodiverse urban habitat projects.

The regional landscape levy is paid by all ratepayers and is collected on behalf of the Green Adelaide Board by the Department of Environment and Water who will invoice Council quarterly for the respective share of the levy.

All Council contributions will be set out in the Green Adelaide Landscape Board business plans, with the Board having responsibility for notifying councils of their respective share each year.

RATING POLICY

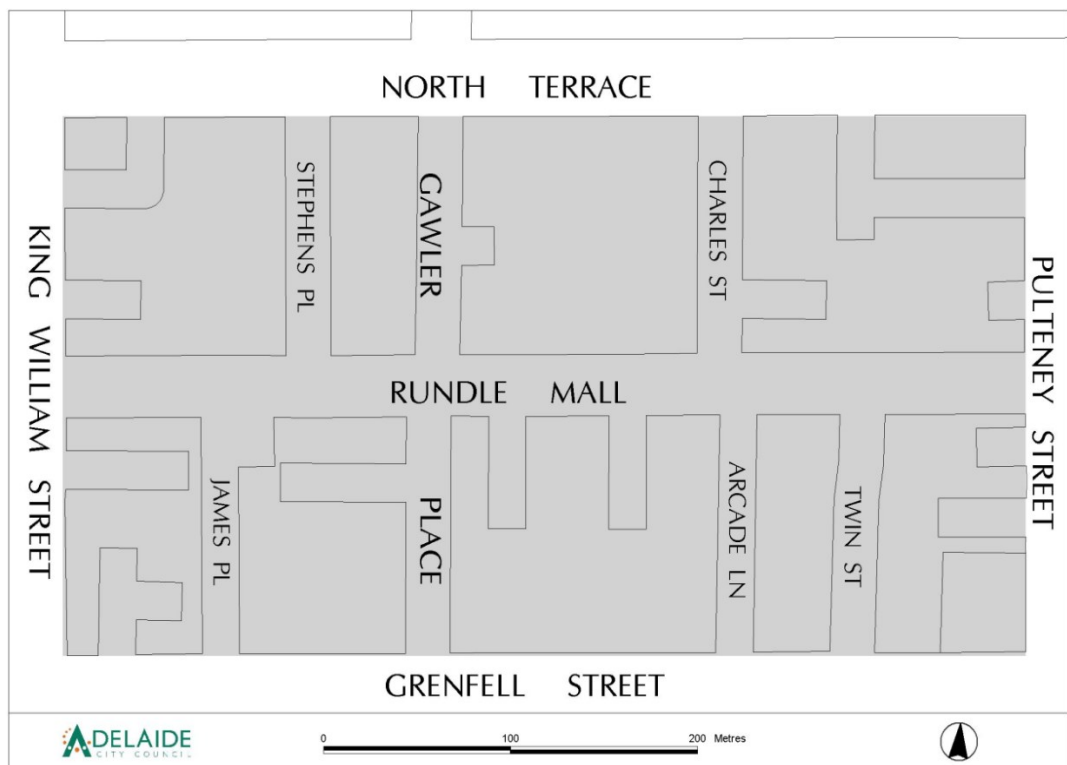
The contribution is recovered from ratepayers through a separate rate known as the regional landscape levy. The levy applies to all rateable land in the Council area and is fixed and calculated to raise exactly the same amount as the Council's share to be contributed.

Rundle Mall Differential Separate Rate

The Rundle Mall Differential Separate Rate is contributed by non-residential ratepayers within the defined Rundle Mall 'Levy Area' and is crucial to the success of the precinct and its increasing appeal to customers, visitors, tourists, shoppers, workers, city residents and students.

Customers and visitors demand high standards of activity and presentation in today's competitive marketplace. Organised activity and programs attract customers and directly benefit all staff and businesses located in the Rundle Mall 'Levy Area'. The long-term delivery of marketing and management for the Rundle Mall 'Levy Area' requires sustainable funding and staff resources to attract more visitors and to satisfy their needs.

The map below identifies the Rundle Mall Levy Area.



Rate Rebates

The Act provides for ratepayers to apply for a mandatory and/or discretionary rebate on council rates as follows:

Mandatory Rebates (Section 159 to 165)

A rebate of rates will be granted to ratepayers who satisfy the eligibility criteria for a mandatory rebate under Sections 159 to Section 165 of the Act.

A 100% rebate must be applied to land used for:

- Health services
- Religious purposes
- Public cemeteries
- The Royal Zoological Society.

A 75% rebate must be applied to land used for:

- Community services
- Educational purposes.

Where a "community services organisation" is eligible for the mandatory rebate, and Council has declared a distinct residential rate, then the residential rate must be applied to the land to which the rebate applies in accordance with Section 161(2) of the Act.

Where applications do not meet the eligibility criteria for a mandatory rebate, an applicant may apply for a rebate of rates under the discretionary rebate criteria.

Discretionary Rebates (Section 166)

An application for a discretionary rebate is reviewed on a case-by-case basis in accordance with Council's *Rate Rebate Policy*.

Applications for a rebate must be made in writing, explaining the need for financial assistance and include sufficient information and documentary evidence to support the request.

All assessment criteria will be applied fairly and equitably to each application on merit. All applications for a rebate are reviewed by a senior member of finance before being recommended for approval by Council.

Review of Rebates

Under Section 159(7) of the Act, if the grounds on which a rebate has been granted cease to exist, the person or body must inform Council and the entitlement to the rebate will cease.

However, internally, a review of all mandatory and discretionary rebates will be performed on a regular basis (at least biennially) to ensure that rebates continue to remain valid. This may require the relevant person or body to lodge another application form with relevant information and supporting evidence to confirm the continuation of eligibility.

Special Discretionary Rebate (Section 166(1)(l))

Council has determined that a rebate will be applied to all properties to cap any annual increase in the general rates payable at 10%, subject to specific criteria.

Application of this rebate recognises that in some instances, property owners have no control over increases in property valuations. Where a valuation increase is as a result of market forces, the rates levied as a result of that valuation increase should be capped at a level that minimises the impact to a reasonable level.

The rebate will not apply where the increase in rates payable is the result of an increase in valuation that recognises a capital improvement on the property (regardless of when the development was undertaken) or where there has been a change in land use, ownership or licence to occupy during the previous financial year, or the result of an increase in general rates payable through the introduction of a Minimum Rate.

A capital improvement includes any addition, alteration, or new development on the property.

As per the Act, a rebate may be granted for a period exceeding one year, but not exceeding three years. After three years the rebate will be removed and the rates payable will reset to levels that would ordinarily apply in the absence of the rebate.

Council applies the rebate automatically to all properties that are eligible.

Postponement of Rates

Under certain circumstances, ratepayers will be able to postpone the payment of their rates. The postponed amount is subject to a monthly interest charge, with the accrued interest forming debt payable on the disposal or sale of the property. The debt may be paid at an earlier time at the ratepayer's discretion.

Seniors' Postponements

In accordance with Section 182A of the Act, eligible Seniors Card holders can apply to postpone any part or all of their annual council rates in excess of \$500 on a long-term basis. The deferred amount is subject to a monthly interest charge, with the accrued interest forming debt payable on the disposal or sale of the property.

Postponement is similar to a reverse mortgage by relying on the equity in the property. A ratepayer who has a Seniors Card may apply for a postponement on the property they own if it is their principal place of residence and if no other person, other than their spouse has an interest as owner of the property and there is sufficient equity available.

All applications for postponement of rates must be in writing on the prescribed application form and with supporting documentation, to be considered.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

Discretionary Postponements

Where an application from a ratepayer demonstrates that payment of rates in accordance with this policy would cause hardship, the Council may postpone the payment of rates in whole or in part for such a period as Council deems appropriate.

Postponement enables ratepayers to defer payment of rates until such time as the property is sold or their circumstances change.

The amount postponed can be up to 100% of the rates payable and applications will be assessed on a case by case basis and must satisfy the application criteria. Discretionary

postponements are only intended to provide temporary, flexible support to those experiencing hardship.

Financial Hardship

Applications for remission of rates based on financial hardship will be considered by Council on merit and on a case by case basis. An applicant who satisfies the eligibility criteria for hardship does not automatically become eligible for a remission of rates. If appropriate, and wherever possible, consideration will be given to flexible payment options such as weekly, fortnightly, or monthly contributions.

Ratepayers who are experiencing financial difficulties and are unable to make their rate payment by the last date are encouraged to contact Council's accounts receivable team at the earliest opportunity to discuss a revised instalment payment plan.

All discussions relating to payment difficulties are treated in the strictest confidence.

Rate Concessions - Pensioner

Ratepayers who hold a Pensioner Concession card and satisfy the eligibility criteria to receive a State Government funded Cost of Living Concession may upon application to council receive a rate rebate of \$100 for the financial year.

Objections

Ratepayers who wish to dispute the valuation or land use of their property may lodge an objection within sixty days after the date of service of the Notice of Valuation (Valuation and Rate Notice). The objection must be made to the council in writing setting out a full and detailed statement of the grounds on which the objection is based.

The Council may accept an objection lodged outside of the 60-day timeframe in limited circumstances. The following will be considered by the council valuers in deciding to accept a late objection:

- The likelihood that the objection will result in a material difference
- Time elapsed since the end of the 60-day timeframe
- If the objection lodged constitutes a valid reason for objection, and is not frivolous or vexatious.

Upon receipt of an objection, the Council's valuer may inspect the property and reconsider the valuation and/or land use. The ratepayer will then be notified of the valuer's determination. Should the ratepayer be dissatisfied with this decision they may request council to refer the valuation to the Valuer-General for further review by an independent valuer.

If an objector, or the council, is dissatisfied with the valuation after the further review, the objector or the council may, in accordance with the appropriate rules of court, appeal against the valuation to the South Australian Civil and Administrative Tribunal (SACAT).

It is important to note that the lodgement of an objection to the valuation does not change the last date for payment of quarterly instalments of council rates.

Payment of Rates

Rates are payable by quarterly instalments due on 1 September, 1 December, 1 March, and 1 June of each year.

The total outstanding balance may be paid in full at any time.

Payment Methods

Council has determined that rates may be paid by the following methods (as detailed on the back of the rate notice):

Non-electronic payment options:

- Australia Post outlets or by phone
- In person at Council offices, 25 Pirie Street, Adelaide
- By mail to City of Adelaide, GPO Box 2252, Adelaide, 5001

Pay on-line:

- Australian Post BillPay
- BPay/BPay View
- Credit cards (Mastercard & Visa) through Council's online payments system
- Debit Card
- Electronic Funds Transfer (EFT) (non-residential on request only)

Other

- Direct Debit – monthly, quarterly, and annual deductions

Late payment of rates

Council has determined that penalties for late payments will be imposed in accordance with the provisions of Section 181(8) of the Act.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) and Section 181(17) of the Act.

If an instalment of rates is not paid on or before the date on which it falls due:

- the instalment will be regarded as being in arrears
- a fine of 2% of the amount of the instalment is payable
- on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.

Council may take legal action to recover any overdue amounts, fines, and interest.

If an amount payable by way of rates in respect of land has been in arrears for three or more years, Council may sell the land in accordance with Section 184 of the Act.

Contacting Council's Rates Administration Team

If you believe that Council has failed to properly apply this policy, you should contact the Council's Rates Administration team to discuss the matter.

For further information, queries, or to lodge an application for rate postponement, remission, etc. please contact the Council's Rates Administration team on:

Phone: 8203 7203

E-mail: Rates@cityofadelaide.com.au

Post: GPO BOX 2252 ADELAIDE SA 5001

In person at: 25 Pirie Street, Adelaide, SA

OTHER USEFUL DOCUMENTS

Related documents

- Rate Rebate Policy
- Separate Rate Policy

Relevant legislation

Local Government Act 1999 (SA)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

AAV – annual assessed value, the value of the rental potential of the property.

Act – refers to the *Local Government Act 1999 (SA)*.

CADR – cash advance debenture rate for that financial year.

Council - refers to the elected Council body.

Differential rate – is a rate that may be applied to a category of land that is different to the rate applied to other land categories.

Exemption – to free from an obligation or liability to which others are subject to.

General Rate – rate that applies to rateable land.

Minimum Rate – the minimum amount of general rates levied for a rateable property

Prescribed percentage (P) – is calculated as $P = \frac{\text{CADR} + 3\%}{12}$

Rebate – an amount paid by way of reduction, return or refund on what has already been paid or contributed.

Remission – the cancellation of a debt, charge, or penalty.

Separate Rate – an amount levied on ratepayers in addition to general rates used to fund specific activities.

ADMINISTRATIVE As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every year unless legislative or operational change occurs beforehand. The next review is required in **2027**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2026/67697	Council	23 June 2026	An increase to the minimum rate.
ACC2025/53501	Council	24 June 2025	Inclusion of a minimum rate and development sites being rated based on a development application's approved use.
	Council	June 2024	Introduce an increased rate for Short Stay Accommodation and re-introduce the Pensioner rebate
ACC2024/13873	Council	June 2023	No Changes
ACC2022/94292	Council	June 2022	No Changes
ACC2021/90051	Council	June 2021	Introduce an increased rate for long-term vacant land and remove the Pensioner and Self-funded Retiree rebate
ACC2020/193025	Council	August 2020	No Changes
ACC2019/136963	Council	June 2019	No Changes
ACC2015/116842	Council	June 2018	No Changes
ACC2015/116842	Council	June 2017	No Changes

Contact:

For further information contact the Finance & Procurement Program

City of Adelaide
 25 Pirie Street, Adelaide, SA
 GPO Box 2252
 ADELAIDE SA 5001
 +61 8 8203 7203
customer@cityofadelaide.com.au

2026/27 Discretionary Rates Rebate - 10%	
Address	Owner
Dom Polski Centre - GF-2F 230 Angas Street ADELAIDE SA 5000	DOM POLSKI SOCIETY CO-OP LTD
Federation Foposa Ground Office 1 230 Angas Street ADELAIDE SA 5000	DOM POLSKI SOCIETY CO-OP LTD
Level 2 230 Angas Street ADELAIDE SA 5000	DOM POLSKI SOCIETY CO-OP LTD

2026/27 Discretionary Rates Rebate - 20%	
Address	Owner
SAE Institute Adelaide Ground 15-19 Franklin Street ADELAIDE SA 5000	ROOTS PROPERTY P/L
Eynesbury College Level 4 15-19 Franklin Street ADELAIDE SA 5000	ROOTS PROPERTY P/L
30 Carparks Basement 15-19 Franklin Street ADELAIDE SA 5000	ROOTS PROPERTY P/L

2026/27 Discretionary Rates Rebate - 40%	
Address	Owner
ARTS THEATRE 53 Angas Street ADELAIDE SA 5000	ADELAIDE REPERTORY THEATRE INC
Adel Holocaust Museum & Steiner Eductn Cntr Ground 33 Wakefield Street ADELAIDE SA 5000	CATHOLIC CHURCH ENDOWMENT SOCIETY INC
Conservation Council SA 55 Exchange Place ADELAIDE SA 5000	DEPARTMENT FOR ENVIRONMENT and WATER

2026/27 Discretionary Rates Rebate - 75%

Address	Owner
Ground 239 Angas Street ADELAIDE SA 5000	WORKERS EDUCATION ASSOCIATION OF SA INC
BF-1F 221-237 Angas Street ADELAIDE SA 5000	WORKERS EDUCATION ASSOCIATION OF SA INC
Uniting Communities Community Art Program Ground 22 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
KIK 42 Level 2 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
David Roche Foundation House Museum 241 Melbourne Street NORTH ADELAIDE SA 5006	DAVID ROCHE GALLERY P/L
Aboriginal Family Support Services Ground 136 Waymouth Street ADELAIDE SA 5000	ABORIGINAL FAMILY SUPPORT SERVICES LTD
Ronald McDonald House 270-272 Melbourne Street NORTH ADELAIDE SA 5006	ALLAN CAMPBELL & WCH HOUSE INC
Migrant Resource Centre Ground 23-29 Coglein Street ADELAIDE SA 5000	AUSTRALIAN MIGRANT RESOURCE CENTRE INC
Level 1 Office 101 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 102 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 103 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 104 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 105 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 106 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
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Level 1 Office 108 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Level 1 Office 109 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Reconciliation SA Level 1 Office 114 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Reconciliation SA Level 1 Office 115 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Reconciliation SA Level 1 Office 116 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
Reconciliation SA Level 1 Office 117 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
2 Carparks - KIK 42 Basement 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
2 carparks Basement 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC
1 Carpark - Reconciliation SA Basement 22-30 Pitt Street ADELAIDE SA 5000	ERWIN VOGT FOUNDATION INC

2026/27 Discretionary Rates Rebate - 100%	
Address	Owner
101A Central Market Arcade ADELAIDE SA 5000	MINISTER FOR TRANSPORT INFRASTRUCTURE LOCAL GOVT
102A Central Market Arcade ADELAIDE SA 5000	MINISTER FOR TRANSPORT INFRASTRUCTURE LOCAL GOVT
50 Central Market Arcade ADELAIDE SA 5000	MINISTER FOR TRANSPORT INFRASTRUCTURE LOCAL GOVT
103A Central Market Arcade ADELAIDE SA 5000	MINISTER FOR TRANSPORT INFRASTRUCTURE LOCAL GOVT
104A Central Market Arcade ADELAIDE SA 5000	MINISTER FOR TRANSPORT INFRASTRUCTURE LOCAL GOVT

2026/27 Discretionary Rates Rebate - 5 Year Rate Free

Address	Owner
Floor 13 1610/180 Franklin Street ADELAIDE SA 5000	A Gao
Floor 1 102/26 Hurtle Square ADELAIDE SA 5000	Mr R W Anderson
Floor 3 304/26 Hurtle Square ADELAIDE SA 5000	Mr J A Fieldhouse and Ms S Fieldhouse
Floor 6 603/26 Hurtle Square ADELAIDE SA 5000	Mr G A Langridge and Ms C E Langridge
Floor 3 302/49 Brougham Place NORTH ADELAIDE SA 5006	Mrs R M Cowan
Floor 4 402/49 Brougham Place NORTH ADELAIDE SA 5006	Ms D H Gibson
Floor 7 702/49 Brougham Place NORTH ADELAIDE SA 5006	Mr G V Hugo and Ms J E Hugo

Support for People Sleeping Rough during Tier 2 Code Blue Activations

Tuesday, 23 June 2026
Council

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Iliia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to respond to Council's decision on 28 April 2026 where Council resolved to:

1. *Requests the administration take up the ICHAG's invitation to attend a meeting of the organisation with a view to reflecting the March 10 2026 resolution of Council and reporting back to Council by the end of May 2026.*

The 10 March 2026 resolution of Council states:

'Consistent with the commentary at para 12 of Item 17.3 on February 10th (and noting the resolution of Council at Item 17.1 at the meeting of February 24th, 2026) asks the Administration to assist Council in ensuring that no rough sleeper in the City of Adelaide seeking safety from extreme weather will be denied shelter in the winter of 2026 by preparing a report for Council consideration by the middle of next month that;

1. *Details which Council owned community and/or business properties could be turned into safe, temporary accommodation during the declaration of Code Blue Tier 2 Activations as a trial program between the beginning of June and the end of August, 2026*
2. *The report should:*
 - 2.1. *Detail optimum operating hours, assuming shelter and any necessary support service would be provided complementary to and in addition to the hours of operation of existing accommodation and/or service providers*
 - 2.2. *Quantify, through discussion with existing accommodation and service providers the likely number of rough sleepers not accommodated by current rough sleeper venues and services for whom shelter could be provided*
 - 2.3. *Scope the nature of the shelter to be provided by Council and any desirable accompanying services*
 - 2.4. *Identify potential sources of State Government and homelessness sector support, including the provision of funding and/or personnel*
 - 2.5. *Calculate the likely cost of the initiative to City of Adelaide through any required reconsideration of the 25/26 Budget associated with the QF3 report to Council and for the 26/27 budget deliberations, including costings for staff resourcing, security and specialist expertise required, and*
 - 2.6. *Advise of any other relevant issues to assist in the successful completion of the trial.*

The report was presented to Council on 26 May 2026 ([Link 1](#)) and subsequently deferred, as follows:

That Council defers Item 14.1 - Support for People Sleeping Rough during Tier 2 Code Blue Activations, to a future Council meeting until after Councillor Martin returns from his approved leave of absence.

Administration has previously reported to Council on 7 April 2026 ([Link 2](#)) and 28 April 2026 ([Link 3](#)) in response to Council's decision of 10 March 2026 asking the Administration to prepare a report to 'assist the Council in ensuring that no rough sleeper in the City of Adelaide seeking safety from extreme weather will be denied shelter in the winter of 2026'.

Administration met with the Independent Community Homelessness Advisory Group (ICHAG) chaired by the Adelaide Day Centre to understand its capacity and capability to provide a suitable service and staffing delivery model. ICHAG proposes to provide staff and all necessary infrastructure to operate the service. The Department of Human Services advises that the Adelaide Day Centre would not be eligible for funding for a pilot program.

The assessment undertaken against the requirements for set up, operation and pack down of overnight accommodation consistent with what is provided by Alliance and non-Alliance providers and considered against the uses of existing City of Adelaide buildings, whether they are community, leased or commercial, has resulted in no council buildings being deemed suitable.

Through our discussions, the Adelaide Day Centre shared that they operate from a State Government leased venue in the CBD that aligns with the service offering at WestCare (as reported in paragraph 12 of the Council report on 28 April 2026 ([Link 3](#))). The Adelaide Day Centre has indicated that it has considered providing accommodation from the Adelaide Day Centre, but its existing lease with the State Government prevents after-hours use and overnight accommodation.

As previously reported to Council, in preparing advice on options to support people sleeping rough in extreme weather events Administration met with representatives from the Department of Human Services, existing and past providers of overnight accommodation and the South Australia Housing Trust.

The conclusion from the Department of Human Services and extreme weather service delivery partners is that within the CBD, overnight accommodation has sufficient capacity to meet the needs of adult men and women, though considerations remain around individual preferences and specific cohort needs. Furthermore, doubling resources across multiple sites can be challenging to manage and staff effectively, often yielding minimal additional benefit or serving few, if any, extra clients.

ICHAG accepts the advice that there are adequate beds available at WestCare but wishes to provide an alternative for people sleeping rough in the city who, for various reasons, choose not to access that accommodation.

RECOMMENDATION

THAT COUNCIL

1. Notes the findings of the further report to Council on the use of Council owned community and/or business properties for safe, temporary accommodation as contained in Item 15.1 on the Agenda for the meeting of Council held on 23 June 2026.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p>Strategic Alignment – Our Community</p> <p>Our Objective is to: Support our communities to thrive</p> <p>Key Action: Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness.</p>
Policy	<p>The City of Adelaide’s Homelessness Strategy – Everyone’s Business, includes a bold move in relation to Emergency Shelter which states:</p> <p><i>In partnership with the South Australian Homelessness Alliance, investigate whether the City of Adelaide community infrastructure is made available in response to extreme heat and cold weather such as State Government announcements of Code Red and Code Blue.</i></p>
Consultation	<p>Administration engaged with the following agencies and organisations to inform this report:</p> <ul style="list-style-type: none"> • Department of Human Services (DHS) • Baptist Care SA (WestCare) • Hutt Street Centre • SA Housing Trust • Independent Community Homelessness Advisory Group (ICHAG) chaired by the Adelaide Day Centre • Services to Youth Council (SYC).
Resource	Not as a result of this report
Risk / Legal / Legislative	<p>High-level risks have been identified per the report to Council on 28 April 2026.</p> <p>Administration has received preliminary advice from the Local Government Association Mutual Liability Scheme and Local Government Risk Services to determine insurance implications. This advice raises concerns in relation to asset management protection regarding a service which sits outside of core council functions, property damage, emergency evacuation and security presence.</p>
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of this report is to respond to Council's decision on 28 April 2026 asking the Administration to prepare a report by the end of May 2026, to
 - 1.1. *Take up the ICHAGs invitation to attend a meeting of the organisation with a view to reflecting the March 10 2026 resolution of Council and reporting back to Council by the end of May 2026.*
2. The 10 March 2026 resolution of Council states:
 - 2.1. *'Consistent with the commentary at para 12 of Item 17.3 on February 10th (and noting the resolution of Council at Item 17.1 at the meeting of February 24th, 2026) asks the Administration to assist Council in ensuring that no rough sleeper in the City of Adelaide seeking safety from extreme weather will be denied shelter in the winter of 2026 by preparing a report for Council consideration by the middle of next month that;*
 - 2.1.1. *Details which Council owned community and/or business properties could be turned into safe, temporary accommodation during the declaration of Code Blue Tier 2 Activations as a trial program between the beginning of June and the end of August, 2026*
 - 2.1.2. *The report should:*
 - 2.1.2.1. *Detail optimum operating hours, assuming shelter and any necessary support service would be provided complementary to and in addition to the hours of operation of existing accommodation and/or service providers*
 - 2.1.2.2. *Quantify, through discussion with existing accommodation and service providers the likely number of rough sleepers not accommodated by current rough sleeper venues and services for whom shelter could be provided*
 - 2.1.2.3. *Scope the nature of the shelter to be provided by Council and any desirable accompanying services*
 - 2.1.2.4. *Identify potential sources of State Government and homelessness sector support, including the provision of funding and/or personnel*
 - 2.1.2.5. *Calculate the likely cost of the initiative to City of Adelaide through any required reconsideration of the 25/26 Budget associated with the QF3 report to Council and for the 26/27 budget deliberations, including costings for staff resourcing, security and specialist expertise required, and*
 - 2.1.2.6. *Advise of any other relevant issues to assist in the successful completion of the trial.*
3. The report was presented to Council on 26 May 2026 ([Link 1](#)) and subsequently deferred, as follows:
 - 3.1. *That Council defers Item 14.1 - Support for People Sleeping Rough during Tier 2 Code Blue Activations, to a future Council meeting until after Councillor Martin returns from his approved leave of absence.*

Background

4. Administration has previously reported to Council on 7 April 2026 ([Link 2](#)) and 28 April 2026 ([Link 3](#)) in response to Council's decision of 10 March 2026, which asked the Administration to prepare a report to 'assist the Council in ensuring that no rough sleeper in the City of Adelaide seeking safety from extreme weather will be denied shelter in the winter of 2026'.
5. As the lead for Extreme Weather Response, the State Government, through the Department of Human Services (DHS), is currently undertaking an *Extreme Weather Response Review*. The City of Adelaide is a member of the Steering Committee. The State Government's review and recommendations are due to be finalised by 30 June 2026.
6. The current position from DHS and the extreme weather service delivery partners it funds to deliver on their behalf is that within the CBD, overnight accommodation has sufficient capacity to meet the needs of adult men and women, though considerations remain around individual preferences and specific cohort needs.

Independent Community Homelessness Advisory Group (ICHAG)

7. The Independent Community Homelessness Advisory Group (ICHAG) is an information and advocacy network of existing homelessness service providers chaired by the Adelaide Day Centre that meets monthly.

8. Membership of the ICHAG is provided in [Link 4](#) and includes homelessness system Alliance members (funded by DHS for extreme weather response), non-Alliance members, and associate members.
9. The ICHAG has a shared vision and agreement on the need to address homelessness, including a need for additional emergency, overnight and supported accommodation.
10. Views of individual members within the ICHAG relating to extreme weather response needs vary.
11. Administration met with several representatives from the ICHAG Action Group chaired by the Adelaide Day Centre, representing non-Alliance members of ICHAG, on 11 May 2026. Key points raised by attendees included:
 - 11.1. ICHAG is seeking additional accommodation options for people sleeping rough during extreme weather in the CBD.
 - 11.2. The ICHAG action group is seeking access to a suitable venue from which support services can be delivered to people sleeping rough during extreme weather events.
 - 11.3. The Adelaide Day Centre is based within a South Australian Housing Trust owned property. The terms of the lease preclude extended hours to provide the extreme weather accommodation from the purpose-run Moore Street premises.
 - 11.4. ICHAG does not receive State Government funding.
 - 11.5. ICHAG has indicated it could provide paid responsible officers and volunteers to support the operation of overnight accommodation services from 1 July 2026 until the end of 31 August 2026.
 - 11.6. ICHAG has requested the Council's support in relation to the provision of a suitable Council owned venue, security personnel, and cleaning services.
12. Following the meeting with ICHAG, Administration requested that the ICHAG Action Group provide a response in writing regarding proposed staffing, infrastructure and supports, opening hours, user groups, and insurance. Their response is as follows:
 - 12.1. Staffing would include:
 - 12.1.1. One paid supervisor (on duty from 6:00pm to 12:00am then on call from 12:00am to 6:00am).
 - 12.1.2. Two assistants (on duty alternate six hours shifts).
 - 12.1.3. Four experienced volunteers (on duty from 6:00pm to 10:00pm), then one additional volunteer (on duty from 10:00pm to 6:00am).
 - 12.2. ICHAG would be able to provide all necessary infrastructure including signs, seating, ground sheets, thin foam mattresses, blankets, pillows, water, food, kitchen supplies, and bathroom supplies.
 - 12.3. Opening hours would be from 6:00pm to 6:00am.
 - 12.4. User groups would include adult men and women with a venue facilitating up to 10 people for all night accommodation and an extra 10 people for half night respite.
 - 12.5. Insurance would be donated by the Adelaide Day Centre which includes public liability and volunteer insurance.

Advice from Agencies, councils and service providers

13. The report to Council on 7 April 2026 was based on the advice of Homelessness Alliance members involved in the current extreme weather response including DHS, Baptist Care SA (WestCare), the Hutt Street Centre and the South Australian Housing Trust. Through the Council of Capital City Lord Mayors' network Administration sought and received information about the extreme weather responses of different Australian capital cities.
14. Advice from State Government Agencies and service providers indicates that doubling resources across multiple sites can be challenging to manage and staff effectively, often yielding minimal additional benefit or serving few, if any, extra clients.
15. Advice from DHS and other service providers indicated that overnight accommodation during extreme weather cannot reliably rely on a volunteer workforce.
16. As part of its pre-election commitments, the Labor State Government announced in February 2026 an additional \$6 million to combat homelessness in the Adelaide CBD to be shared across Catherine House, Hutt Street Centre and St Vincent de Paul.

17. Following its meeting with the Hutt Street Centre in March 2026, the Administration met with the Hutt Street Centre on 29 April 2026. From its meeting, the Administration understands that:
 - 17.1. During a Tier 2 Code Red or Code Blue activation, the Hutt Street Centre extend their opening hours to provide support and services for people at risk or experiencing homelessness. Extended opening hours can vary but are typically from 1:00pm to 4:30pm Monday to Friday and until 12:00pm on Saturday depending on staff availability and overall need.
 - 17.2. The Hutt Street Centre is exploring opportunities to expand and strengthen the support it provides. However, without greater investment in social housing, tenancy sustainment, early intervention and homelessness services, organisations like Hutt Street Centre will struggle to meet rising demand.
 - 17.3. Alongside delivering direct support, the Hutt St Centre remains committed to advocating for increased funding, system reform and stronger partnerships, while exploring new initiatives — including a dedicated wellbeing centre specifically for women at risk of or experiencing homelessness.
18. Since its earlier reports, Administration has been advised that the City of Port Adelaide and Enfield provided overnight accommodation in 2024 on two occasions in their Town Hall. Based on their advice:
 - 18.1. The initiative attracted limited numbers of people with most people sleeping rough preferring to stay in their locations in the public realm.
 - 18.2. The overnight response was supported by the Adelaide North West Homelessness Alliance (ANWHA) from a staffing perspective with additional security presence.
 - 18.3. The initiative was discontinued due to low use, venue limitations (such as no showers, washing facilities, etc), resourcing and financial factors.
 - 18.4. The ANWHA provide outreach during extreme weather events (per the Toward Home Alliance in the City of Adelaide) to refer people to respite and overnight accommodation options (which include CBD based organisations).

Capacity of the Tier 2 Response

19. To assist with the preparation of the report in the short time available, Administration met with relevant State Government Agencies and existing service providers and relied on their data and experience to determine if there is a shortfall and need for additional accommodation within the existing system.
20. In metropolitan Adelaide, WestCare (under Baptist Care SA) is funded by the DHS to provide overnight shelter during Tier 2 Code Red and Code Blue responses for people who don't have access to adequate shelter (and likely rough sleeping) during extreme or severe weather events.
21. The site at WestCare has the capacity to cater for up to 50 people overnight and includes two separate indoor spaces, a general area and a women-only area.
22. Since October 2024, there have been 10 Tier 2 Code Red or Cold Blue events activated by the DHS in the City of Adelaide.
23. Over this same period, the WestCare site has had an average usage of 60% or approximately 30 beds.
24. There has only been one Tier 2 Code Red where WestCare was at 100% capacity. This was associated with a heat wave that extended over multiple consecutive days and nights.
25. Homeless Connect SA is also available during an activation to consider other accommodation options (such as a motel or hotel) for people for whom WestCare may not be a suitable option.
26. Information from State Government Agencies and service providers indicates that securing motel or hotel accommodation can be challenging during periods when major events are taking place across the city.
27. During a Tier 2 Code Red or Code Blue, Hutt Street Centre extend their opening hours to provide support and services for people at risk or experiencing homelessness. Extended opening hours can vary but are typically from 1:00pm to 4:30pm Monday to Friday and until 12:00pm on Saturday depending on staff availability and overall need.

Advice on trial program

28. City of Adelaide facility options were previously reported to Council on 7 April 2026 ([Link 2](#)) and 28 April 2026 ([Link 3](#)).
29. The assessment undertaken against the requirements for set up, operation and pack down of overnight accommodation consistent with what is provided by Alliance and non-Alliance providers and the uses of existing City of Adelaide buildings, whether they are community, leased or commercial, has resulted in no council buildings being deemed suitable.

30. The level of staffing proposed by ICHAG is less than what was advised to be a minimum requirement by DHS and WestCare, i.e., two full-time staff plus security. The full-time staff member is currently working full-time for another CBD-based service delivery agency and would staff the overnight accommodation as well. Reliance on a volunteer workforce has also been previously discussed as a risk, particularly when being called upon at very short notice, as is typically the case with extreme weather events.
31. The ICHAG action group proposed that if it is deemed that no City of Adelaide buildings are suitable, a temporary marquee or tent in the Adelaide Park Lands could be considered for the trial program, however, it is noted that previous advice to the State Government is that marquees in the Adelaide Park Lands are not a sustainable accommodation option resulting in a Council decision on 12 August 2025 ([Link 5](#)) to conclude the existing licence with the Department of Human Services for the Safer Places to Gather at Edwards Park on 30 June 2026. On that basis, a temporary marquee or tent is not considered a suitable option at this time.
32. High-level risks regarding the potential use of Council owned community and/ or business properties were reported to Council on 28 April 2026.
33. Based on previous advice and additional information from the Local Government Association Mutual Liability Scheme and Local Government Risk Services concerns were raised in relation to asset management protection and insurance regarding a service which sits outside of core council functions, property damage including total property loss, emergency evacuation and security presence.
34. The Adelaide Day Centre operates from a State Government-leased venue in the CBD that aligns with the service offering at WestCare (as reported in paragraph 12 of the Council report on 28 April 2026 ([Link 3](#))). The Adelaide Day Centre has indicated that its lease with the State Government prevents after-hours and overnight accommodation.

Next Steps

35. Administration will continue to raise the issues related to individual preferences and specific cohort needs to be addressed as part of the *Extreme Weather Response Review* being led by the Department of Human Services due to be finalised by 30 June 2026.

DATA AND SUPPORTING INFORMATION

[Link 1 – Agenda – Council – 26 May 2026](#)

[Link 2 – Agenda – City Planning, Development and Business Affairs Committee – 7 April 2026](#)

[Link 3 – Agenda – Council – 28 April 2026](#)

[Link 4 – Independent Community-wide Homelessness Administrators Group Membership](#)

[Link 5 – Recommendations of the City Community Services and Culture Committee – 5 August 2025](#)

ATTACHMENTS

Nil

- END OF REPORT -

Reports from Council Members

Tuesday, 23 June 2026

Council

Strategic Alignment - Our Corporation

Program Contact:

Rebecca Hayes, Associate
Director Governance & Strategy

Public

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to:

1. Inform Council of Council Member activities and functions that Council Members have attended on behalf of the Lord Mayor for the period 20 May to 19 June 2026.
2. Provide a summary of Council Members' attendance at meetings for the period 20 May to 18 June 2026.

Council Members may also table reports on activities undertaken on Boards and Committees where they are representing Council, and these reports will be included in the Minutes of the meeting.

RECOMMENDATION

THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor as contained in Attachment A to Item 17.1 on the Agenda for the meeting of the Council held on 23 June 2026.
2. Notes the summary of meeting attendance by Council Members as contained in Attachment B to Item 17.1 on the Agenda for the meeting of the Council held on 23 June 2026.
3. Notes that reports from Council Members tabled at the meeting of the Council held on 23 June 2026 will be included in the Minutes of the meeting.

ATTACHMENTS

Attachment A – Council Member activities and functions attended on behalf of the Lord Mayor

Attachment B - Summary of Council Member meeting attendance

- END OF REPORT -

FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 20 May - 18 June 2026

COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Dr Mark Siebentritt	29/05/26	2026 Aboriginal Veterans' Commemorative Service	Torrens Parade Ground
Councillor Mary Couros	31/05/26	2026 SA History Festival Closing celebration	The Piccadilly
Councillor Eleanor Freeman	02/06/26	Building with Purpose - Reconciliation Week Panel	Stone Chalk Adelaide Start Up Hub
Councillor Eleanor Freeman	06/06/26	Adelaide City Football Club - 80 Year Black and White Ball	Adelaide Entertainment Centre
Councillor Patrick Maher	12/06/26	AMRC Invitation - Launch of the 2026 SA Refugee Week	Adelaide Town Hall
Councillor Dr Mark Siebentritt	12/06/26	Hellenic Australian Chamber of Commerce and Industry Inaugural Gala Dinner	Hilton Adelaide

COUNCIL MEMBER MEETINGS ATTENDED: 20 May - 18 June 2026

COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Eleanor Freeman	21/05/26	Adelaide Airport Consultative Committee	Attended as Representative
Councillor Phillip Martin	28/05/26	Adelaide Central Market Board Meeting	Attended as Representative

Council Member Meeting Attendance

	City Finance and Governance Committee 19 May 2026	Infrastructure and Public Works Committee 19 May 2026	Audit and Risk Committee 22 May 2026	Council Assessment Panel 25 May 2026	Council 26 May 2026	Kadaltilla / Adelaide Park Lands Authority 27 May 2026	Adelaide Central Market Authority Board Meeting 28 May 2026
Lord Mayor Dr Jane Lomax-Smith	✓	✓	✓		✓	✓	
Councillor Carmel Noon (Deputy Lord Mayor)	✓	✓			✓		
Councillor Arman Abrahamzadeh		✓			✓		
Councillor Alfredo Cabada	✓	✓			✓		
Councillor Mary Couros	✓	✓			✓		
Councillor Henry Davis	✓	✓			✓		
Councillor Eleanor Freeman	✓	✓		✓	✓		
Councillor Janet Giles	✓	✓	✓		✓		
Councillor Patrick Maher	✓	✓			✓		
Councillor Phillip Martin	✓	✓			✓		
Councillor Dr Mark Siebentritt	✓	✓			✓		✓
Councillor Keiran Snape	✓	✓			✓	✓	
Total number	9	10	1	1	10	2	1

	CEO Performance Review Panel 1 June 2026	City Planning, Development and Business Affairs Committee 2 June 2026	City Community Services and Culture Committee 2 June 2026	Council 9 June 2026	Adelaide Economic Development Agency Board Meeting 10 June 2026	Audit and Risk Committee 12 June 2026	Total meetings held	Total meetings attended
Lord Mayor Dr Jane Lomax-Smith	✓	✓	✓	✓	✓		11	10
Councillor Carmel Noon (Deputy Lord Mayor)	✓	✓	✓	✓			7	7
Councillor Arman Abrahamzadeh				✓			6	3
Councillor Alfredo Cabada		✓	✓	✓			6	6
Councillor Mary Couros		✓	✓	✓			6	6
Councillor Henry Davis		✓	✓	✓			6	6
Councillor Eleanor Freeman		✓	✓	✓			7	7
Councillor Janet Giles		✓	✓	✓			8	0
Councillor Patrick Maher		✓	✓	✓			6	6
Councillor Phillip Martin		✓	✓	✓		✓ (proxy for Cr Giles)	8	3
Councillor Dr Mark Siebentritt		✓	✓	✓			7	6
Councillor Keiran Snape		✓	✓	✓			7	7
Total number	2	9	9	11	1	1		

- Key:
- Apology
 - Apology - meeting commenced prior to 5pm
 - Leave
 - Absent
 - Not a Member
 - Proxy Member (not in attendance)
 - Ex-officio Member

Councillor Martin - MoN - City of Adelaide Priorities for State Government Funding

Tuesday, 23 June 2026
Council

Council Member
Councillor Phillip Martin

Public

Contact Officer:
Michael Sedgman, Chief Executive Officer

MOTION ON NOTICE

Councillor Phillip Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'Noting that the Lord Mayor has sent a letter of congratulation to the new Minister for Adelaide, asks the Administration to;

1. Prepare a comprehensive list of those strategies, programs and projects for which the City seeks State Government funding assistance, including but not limited to the Adelaide Bridge, the Weir, the Integrated Transport Strategy and the School Safety Review Program, and
2. Requests that the background to the items listed and any preferred proposed contribution of State funds be provided through the office of the Lord Mayor to the Minister for Adelaide and also, through the secretariat, to the first possible meeting of the Capital City Committee.'

ADMINISTRATION COMMENT

1. Should Council resolve to support the proposed motion, the Administration will:
 - 1.1. Prepare a list of strategies, programs and projects for which the City seeks State Government funding assistance, including but not limited to the Adelaide Bridge, the Torrens Weir, the Integrated Transport Strategy and the School Safety Review Program. The list will include background information and proposed State Government funding contribution for each item.
 - 1.2. Prepare a letter for the Lord Mayor to send to Lucy Hood MP, Minister for the City of Adelaide with the detailed list of strategies, programs and projects where State Government funding assistance is sought.
 - 1.3. List this matter as an item for discussion at the next meeting of the Capital City Committee.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable

Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Approximately 5 hours to prepare the list of strategies, programs and projects for which State Government funding assistance is sought and to prepare the letter for the Lord Mayor to send to the Minister for the City of Adelaide.
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

- END OF REPORT -

Councillor Davis - MoN - Council's role in supporting major events

Tuesday, 23 June 2026
Council

Council Member
Councillor Henry Davis

Public

Contact Officer:
Jo Podoliak, Director City
Community

MOTION ON NOTICE

Councillor Henry Davis will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

That Council:

1. Notes recent public commentary regarding the proposed MotoGP event and the role of the City of Adelaide in relation to major events held in the city and Park Lands.
2. Reaffirms its strong support for major events that bring visitors, economic activity, vibrancy, jobs and energy into the City of Adelaide.
3. Recognises that major events are an important part of Adelaide's identity as a festival, sporting, cultural and tourism city.
4. Recognises that the State Government has a legitimate role in pursuing major events for the benefit of South Australia, and that the City of Adelaide has an important role in helping ensure those events are successfully integrated into the city.
5. Affirms that Council's role is not simply to oppose or support events in the abstract, but to:
 - a. advocate for residents and local businesses;
 - b. protect the Adelaide Park Lands and areas of environmental sensitivity;
 - c. ensure proper consultation and transparency;
 - d. minimise disruption where possible;
 - e. support city traders, hospitality operators, hotels and venues to benefit from major events;
 - f. help prepare the city so that major events are safe, successful and well managed.
6. Affirms that the Adelaide Park Lands are held for the benefit of the whole community, including city residents, metropolitan Adelaide, regional South Australians and visitors to the state.
7. Confirms that Council does not oppose, in principle, major motorsport and major sporting events being held in Adelaide, provided that proper information is supplied, residents and businesses are consulted, environmental impacts are properly managed, and the city is prepared to host the event successfully.
8. Requests the Chief Executive Officer write to the Premier, the Minister for Tourism, the South Australian Tourism Commission and relevant State Government agencies to:
 - a. confirm Council's willingness to work constructively with the State Government on major events;
 - b. seek detailed information about the proposed MotoGP event, including proposed location, timing, infrastructure, road closures, tree impacts, Park Lands impacts, butterfly conservation impacts, resident impacts, business impacts, noise management and economic benefits;
 - c. request the establishment of a joint working group between the State Government and Council to ensure the city is properly prepared.

9. Requests Administration prepare a report for Council on how the City of Adelaide can better support major events, including opportunities for local businesses, city activation, resident communication, transport management, cleaning, safety, parking, wayfinding and post-event restoration.
 10. Notes that the Adelaide City Council is a council that says yes to major opportunities while also protecting residents, businesses and the Park Lands through proper planning, transparency and practical delivery.
-

ADMINISTRATION COMMENT

1. The City of Adelaide (CoA) recognises that major events are an important and valued part of Adelaide and South Australia's civic, cultural and economic life.
2. The CoA supports major events in the City through several of its strategies and policies, including the CoA Strategic Plan 2024- 2028, Economic Development Strategy, Adelaide Park Lands Management Strategy and the Cultural Policy.
3. In the 2025/26 financial year to date, the CoA has facilitated and approved 184 major events, at an average of 3.4 events per week, including major events such as the AFL Gather Round live site, Santos Tour Down Under, Tasting Australia and the National Pharmacies Christmas Pageant.
4. In addition, the CoA also delivers major events annually including New Years Eve, East End Unleashed, Anzac Day, the Christmas Tree Lighting Event and many other initiatives through the place making and City Activation programs.
5. CoA also assists the State Government in coordinating State events including the Opening of Parliament, the Voice to Parliament and events celebrating the successes of South Australia's Olympians and sporting teams.
6. Under the CoA 'Adelaide Event Guidelines', a 'Major Event' is defined as any event with an anticipated attendance of over 1,500 people at any one time, held in the City's Park Lands or roadways.
7. A Major Event under the *Major Events Act 2013* is defined as any event declared by the Minister to be a major event, for the purposes of the Act.
8. The CoA has a key role in approving the use of the CoA Park Lands and roads for events, under the *Local Government Act 1999* (SA).
9. The CoA's Major Event Facilitators work collaboratively with the State Government, event organisers and key stakeholders to coordinate successful events that align with legislative requirements, Council policies and community expectations. They provide guidance, support and strategic advice to enable events across the city's streets, roads and Park Lands, helping to grow Adelaide's cultural vibrancy, strengthen its reputation, and enhance its recognition as a leading events destination.
10. The CoA is a member of the State Government's Major Event Group (MEG) The last MEG meeting was held in August 2025. The MEG is a consultative group that provides a forum to:
 - 10.1. support the State Government's endeavour to maximise the economic and community outcomes of the major events calendar
 - 10.2. provide a forum to share ideas about growing major events in line with the 2030 Tourism Plan (in particular the Events & Festivals Strategy), and
 - 10.3. share insights for the benefit of all events.

Council's Financial Support for Major Events

11. The CoA, through the Adelaide Economic Development Agency (AEDA), provides approximately \$2 million each year through its Events and Festivals Sponsorship Program to support the staging of medium and major public-facing events that generate vibrancy and economic activity within the City.
12. All events registered with the Australian Tourism Data Warehouse (ATDW) digital platform are promoted through the Experience Adelaide newsletter that is distributed to its 125,000 subscribers each week and through AEDA's social media channels.

- 12.1. For some events, such as the Chihuly Exhibition at the Botanic Gardens or the 2025 British & Irish Lions rugby tour, AEDA will work with event organisers to increase the engagement of businesses with those opportunities.
- 12.2. For other events, such as the Santos Tour Down Under, a heightened presence of visitor information services is provided to assist visitors to connect more deeply with the City.
13. The CoA also funds strategic partnerships and grants to major events, including the annual Australia Day Event Program and the Lunar New Year Street Party.
14. During the Adelaide Fringe period, the CoA delivers East End Unleashed to enhance the City's offering at that time and create additional benefits to businesses and visitors.
15. The following Council decisions made in this term of Council are examples of having provided support to major events in the City:
 - 15.1. On 9 July 2024 Council approved multiyear event licences to be issued to 23 major events, providing the ability for longer term planning by event organisers.
 - 15.2. On [19 January 2026](#) council noted its longstanding support for the Adelaide Writers Festival and the impacts of the cancellation of the 2026 event. Council resolved to make available to the alternative event/s any available venue such as the Town Hall, any Council owned or controlled building and public space, including the Park Lands.
 - 15.3. This Council has supported Harvest Rock to be held in the city in 2023, 2024 and 2025, including approving the use of Park Lands and the closure of a major city road.
16. In this term of Council, CoA spent \$389,636 to upgrade Light Square with additional power to better service events held in the West End.
17. Council previously invested approximately \$4.5 million in capital projects to upgrade the Eastern Park Lands with event-specific power, sewer and water. These services are used by a range of major events each year.

Public Consultation and Engagement

18. Supporting events and managing their impacts are necessary to maintain Adelaide's reputation as a vibrant, liveable and welcoming festival City. The CoA welcomes events that activate our streets, spaces and Park Lands, while recognising the importance of responsible planning, accessibility, sustainability and stewardship to protect the character, amenity and long-term value of our shared places.
19. The CoA facilitates ongoing public consultation to ensure major events can be delivered successfully in the City. This includes engagement with residents, businesses and other stakeholders to ensure any disruptions that may be caused by an event occurring in the City can be minimised, in acknowledgement of the economic and cultural and social value these events bring to the City.
20. In June 2024, Council requested that the South Australian Motorsport Board (SAMSB) convene a working group with CoA representatives to discuss approaches to minimise Park Lands occupation and maximise public access during the Prescribed Works Period, starting in 2024/25 ahead of the 2025 edition of the event. This working group collaboratively discusses operational matters related to the impacts and opportunities of SAMSB motor sport events in the City, particularly the Adelaide Grand Final.
21. The CoA has written to the State Government through the SAMSB on two occasions, seeking a briefing on plans for the 2027 Australian Motorcycle Grand Prix MotoGP™ (MotoGP™) event.
22. Following a Council decision on [9 June 2026](#), the City of Adelaide will facilitate and support a representative Eastern Park Lands Community Reference Group, to bring together a diverse range of community perspectives and articulate key community concerns and views on the impacts of motor sport events in the Adelaide Park Lands to the SAMSB and the State Government.
23. CoA staff continue to work with East End residents, businesses (including the East End Coordination Group), emergency services, and relevant State Government departments to monitor, review and manage activities associated with the Adelaide Fringe period in the East End.

Next Steps

24. Should Council resolve to support the proposed Motion:

24.1. Administration will prepare a report for Council on how the City of Adelaide can better support major events in the City.

24.2. Administration will draft a letter from the Lord Mayor to the Premier, the Minister for Tourism and the South Australian Tourism Commission to:

24.2.1. Affirm Council's willingness to work constructively with the State Government on major events.

24.2.2. Seek detailed information about the proposed MotoGP™ event, including proposed location, timing, infrastructure, road closures, tree impacts, Park Lands impacts, Butterfly Conservation Zone impacts, resident impacts, business impacts, noise management and economic enefits.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Approximately 40 hours.
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4.5 hours.

- END OF REPORT -

Councillor Cabada - MoN - Scope Clarification for Independent Productivity, Expenditure and Efficiency Review

Tuesday, 23 June 2026
Council

Council Member
Councillor Alfredo Cabada

Public

Contact Officer:
Anthony Spartalis, Chief Operating Officer

MOTION ON NOTICE

Councillor Alfredo Cabada will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

‘THAT COUNCIL:

1. Notes Council’s resolution of 9 June 2026 to commission an Independent Productivity, Expenditure and Efficiency Review of Council’s operations.
2. Notes that the purpose of this Motion on Notice is to clarify Council’s preferred scope and reporting expectations for that review, and not to establish a separate or duplicate review.
3. Notes that the purpose of the review is to identify efficiencies, cost savings, reprioritisation opportunities and revenue opportunities without reducing critical services.
4. Supports the review being undertaken by suitably qualified external experts, in accordance with Council’s procurement policies, delegations and relevant governance requirements.
5. Clarifies that Council’s preferred scope for the review includes consideration of opportunities to:
 - a. identify savings, efficiencies and cost reductions within Council’s operating budget;
 - b. review administrative expenditure, corporate overheads and internal service costs, procurement practices, contract management and service delivery models;
 - c. identify duplication, low-value expenditure and areas where resources could be better prioritised;
 - d. benchmark Council’s costs, staffing, services and operating expenditure against comparable capital city and metropolitan councils;
 - e. improve revenue performance and identify responsible revenue opportunities
 - f. improve financial sustainability without reducing critical services or core community outcomes; and
 - g. identify whether any savings, efficiencies or reprioritisation opportunities could support future investment in city activation, precinct development, small business support, vacant space renewal and the night-time economy.
6. Supports the findings and recommendations of the review being presented to Council in a public report, except where information is required to remain confidential under the *Local Government Act 1999*.

ADMINISTRATION COMMENT

1. At its 9 June 2026 meeting Council resolved to *commission an Independent Productivity, Expenditure and Efficiency Review of Council's operations to identify any efficiencies, cost savings, reprioritisation opportunities and revenue opportunities that can be achieved without reducing critical services, and that the review consider whether any identified savings could be redirected to support future investment in city activation, precinct development, small business support, vacant space renewal and the night-time economy, including but not limited to: Developing all Precincts business growth, revitalisation and implementation initiatives; support for priority initiatives in AEDA's 2026/27 Business Plan; night-time activation within the CBD and that the findings of the independent review be presented to Council in time to inform the development of the 2027/28 Business Plan and Budget.*
2. Should Council resolve to support the proposed motion, the scope and parameters of the proposed Review outlined in point 5 of the current motion can be incorporated into the scope for the Review already requested by Council on 9 June 2026.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

- END OF REPORT -

Councillor Martin - QoN - Government Gazetted Golf Course Plan

Tuesday, 23 June 2026
Council

Council Member
Councillor Phillip Martin

Public

Contact Officer:
Tom McCready, Director City
Infrastructure

QUESTION ON NOTICE

Councillor Phillip Martin will ask the following Question on Notice:

'Could the Administration advise, to the best of its knowledge, in light of the State Government's recent admission that not all trees have been removed in preparation for its North Adelaide Golf Course Project whether;

1. The balance of almost 200 trees could be removed from the area identified in the maps referenced in the Government Gazette in April, 2026 as "B Project Site" and encompassing an area extending south from the north west corner of the approximate junction of Park Terrace and Port Road and including John E Brown Park
2. This area is to be the location of a golf driving range with car parking
3. Any permits have been granted to allow testing for, or information provided that suggests, a building will be part of the driving range facility, and, if so,
4. Information about the foot print and number of storeys that comprise the building is known?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Councillor Martin - QoN - Lohrman Street

Tuesday, 23 June 2026
Council

Council Member
Councillor Phillip Martin

Public

Contact Officer:
Tom McCready, Director City Infrastructure

QUESTION ON NOTICE

Councillor Phillip Martin will ask the following Question on Notice:

'Noting Council on November 11th last year, adopted a motion, addressing resident concerns, asking ".. the Administration to monitor traffic on Lohrman Street with a view to recommending to Council, as necessary, any changes to improve public safety and residential amenity.." and the that Administration recently advised it had begun recording traffic movements on Lohrman Street pending a report to Council, could the Administration advise why it has begun a public consultation ([Link 1](#)), that includes the same residents, to begin construction of a protuberance on George Street with the stated aim of directing all non residential traffic from George Street into Lohrman Street?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Program Contact:

Anthony Spartalis, Chief
Operating Officer

Approving Officer:

Michael Sedgman, Chief
Executive Officer

Public

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Council meeting for the consideration of information and matters contained in the Agenda.

For the following Committee Reports for Recommendation to Council seeking consideration in confidence

- 23** Recommendation of the Infrastructure and Public Works Committee - 16 June 2026 [section 90(3) (h) of the Act]

The Order to Exclude for Item 23:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
-

ORDER TO EXCLUDE FOR ITEM 23

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (h) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 23 June 2026 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 23 [Recommendation of the Infrastructure and Public Works Committee - 16 June 2026] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential because it contains legal advice for Council's consideration.

The disclosure of information in this report could reasonably prejudice Council in its decision-making in relation to its role on the Brown Hill and Keswick Creek Stormwater Management Board.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 23 June 2026 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 23 [Recommendation of the Infrastructure and Public Works Committee - 16 June 2026] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3)(h) of the Act.
-

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
 - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
 - (b) *cause a loss of confidence in the council or council committee; or*
 - (c) *involve discussion of a matter that is controversial within the council area; or*
 - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 23 – Recommendation of the Infrastructure and Public Works Committee - 16 June 2026
 - 6.1.1 Is subject to an Existing Confidentiality Order dated 16/6/2026.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3)(h) of the Act
 - (h) legal advice

ATTACHMENTS

Nil

- END OF REPORT -

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