

Discussion Paper - Key Trends & Drivers of Change

**For consideration in the Mid Term
Review of *CityPlan 2030: Shaping Our
Future***

Update June 2020



1. Introduction

The Strategic Management Plan

CityPlan 2030: Shaping Our Future (CityPlan 2030) is the long-term Strategic Management Plan for the City of Norwood Payneham & St Peters. *CityPlan 2030* was first endorsed by the Council in 2008, following an extensive Community Visioning and Engagement program, which included a number of community and stakeholder engagement sessions. A Visioning Workshop was also held to inform the preparation of the Plan, which was facilitated by Steven Ames, a specialist in emerging trends and the impacts of change on communities.

The fundamental purpose of *CityPlan 2030* is to identify and work towards the community's vision and aspirations for the City. This purpose, combined with striving towards the overarching goal of Community Well-being, is the basis for all that we do as a Council and is the foundation and driver for all subsequent reviews of *CityPlan 2030*.

Section 122 of the *Local Government Act 1999*, requires Councils to prepare and review Strategic Management Plans, and stipulates that reviews are required within two (2) years following a Council General Election. The last review of *CityPlan 2030* was undertaken in 2017 and the next review, a Mid Term Review, is now due to be undertaken by the Council.

The purpose of the *CityPlan 2030 Mid Term Review* is not to simply prepare 'another Strategic Management Plan', but rather to check and adjust the long-term strategic directions for the City. These are captured in the Objectives and Strategies contained in the Plan.

Purpose of this Discussion Paper

This Discussion Paper has been prepared to inform the *CityPlan 2030 Mid Term Review* and for consideration by the community during the public consultation and engagement phase of the review. It has been based on the Discussion Paper prepared for Elected Members, which was considered at a Workshop held on 29 February 2020.

Discussion Papers were previously prepared for the original *CityPlan 2030* and also the 2012 and 2017 updates. These Papers focussed on examining the current situation and future projections and trends generally under the four Outcomes of the Plan, being Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability.

The intent of this Discussion Paper is to stimulate discussion on emerging trends and issues affecting our community and society generally that could influence the future of the City. This Paper may be considered when reviewing and fine-tuning the strategic directions which support the Vision of *CityPlan 2030*. This Discussion Paper does not seek to repeat the content of *CityPlan 2030*, but rather provide further background to the changes occurring in society as background for the review.

Data Sources

The data that forms the basis of this Discussion Paper was obtained from a combination of sources including the Council's 2019 Community Survey, the Australian Bureau of Statistics Census and Remplan data, and further research undertaken by Council staff.

2. Overview

Since undertaking the 2017 update of *CityPlan 2030*, a number of factors are changing the way in which communities and cities are developing at a local, national and global scale. *CityPlan 2030* needs to be considered in this context as these changes will influence the community's expectations and aspirations for the strategic directions of the City.

This Discussion Paper focuses on some of the key trends and issues that are relevant to the City of Norwood Payneham & St Peters. Although it is unrealistic and impractical to consider everything that is being experienced globally, those outlined in this paper are considered of particular relevance in terms of the timing of this review.

A number of changes have been occurring at a global, national and local level over the past four (4) years. It is important to note that many of these changes are inextricably linked to broader economic influences and shifts in the community's expectations and aspirations; all of which influence the delivery of programs, the provision of infrastructure and services, as well as policy changes, at all levels of government.

The key trends and issues outlined in this Discussion Paper broadly include but are not limited to: rapid advances in technology, continued slow economic growth, government reforms and planning changes, and the increasing focus on climate change adaptation and mitigation.

3. Key Trends and Drivers of Change

A number of key trends and drivers of change have been identified for consideration in the current review of *CityPlan 2030 Mid Term Review*, which may influence the update of Objectives and Strategies. These drivers of change will impact on how our City develops in the future; from the appearance of the urban environment and the well-being of our residents, to future employment opportunities and the services and facilities that are available.

It should be noted that the key trends and drivers of change considered in this Discussion Paper have been identified as being of particular relevance to the City, and are not intended to be an exhaustive list. By providing this information, the Council is better placed to consider what changes to *CityPlan 2030* are required to ensure that the Plan continues to align with the aspirations of the community.

The key drivers of change for consideration in the review of *CityPlan 2030* include:

- COVID-19 (Novel Coronavirus)
- Political Context
- Local Government Reform
- Population Growth & Demography
- Community Well-being
- Access and Inclusion
- Adoption of New Technologies
- Smart Cities
- Continued Slow Economic Growth
- Climate Change Adaptation and Mitigation
- South Australian Planning Reforms
- Movement & Transport

Also informing this paper, are the results of the Council's 2019 Community Survey. A Community Survey is undertaken by the Council at regular intervals to monitor changes in satisfaction levels of the various services, programs and facilities which the Council

provides, as well as a number of other factors that contribute to the community's overall well-being. The Community Survey is an important tool which assists the Council in monitoring and identifying opportunities where it can improve its performance, by working towards achieving the objectives contained in *CityPlan 2030*.

The latest Community Survey was conducted in 2019 and surveyed 401 residents and 203 businesses. Results of the Residents Survey revealed that the overall satisfaction with Council's services was highest in relation to 'Waste & Recycling Services' despite the rating for this decreasing by 0.3 since 2017, followed by 'Quality of Life', which remained positive even though it decreased by 0.2 over the same period. The areas of lowest satisfaction were 'Leadership', which decreased by 0.4 from 2017, 'Environmental Management Performance', which decreased by 0.3 and 'Economic Development', which decreased by 0.2.

As part of the 2019 Residents Survey, participants were also asked to rank the top three (3) major issues that Council should be addressing in the next three (3) years. The highest ranked response was 'Improving Infrastructure' with 48% of respondents rating this as the highest priority, followed by 'Environmental Sustainability' at 36% and 'Preserving and Planting Trees' at 32% of the responses. This compared to the 2017 survey, which highlighted 'Improving Infrastructure' as the same top issue, however identified 'Issues with Street Trees' and 'Car Parking', as the other most important issues rated in the top three (3).

In the same manner as the Resident Surveys, business owners/operators were directly asked to rank the top (3) major issues which in their opinion, Council should be addressing in the next three (3) years. The highest ranked response was 'Improving Infrastructure' with 50% of respondents rating this as the highest priority for businesses, followed by 'Car Parking' (39%) with 'Environmental Sustainability' (30%), 'Issues with Street Trees' (29%) and 'Preserving heritage buildings and character areas' (29%) also ranked highly as issues to be addressed in the next three (3) years.

Results of the 2019 Community Survey provide a guide to the priorities of the community and should be reflected in the Council's Strategic Plans.

COVID-19 (Novel Coronavirus)

On 11 March 2020 the World Health Organisation declared the pandemic COVID-19 (Novel Coronavirus). In a very short period of time the world saw mass closures to society and business resulting in social isolation and high unemployment levels. As the virus spread across the globe, governments sought to introduce emergency stimulus packages as the measures to stop the spread of COVID-19 had a profound negative impact on the economy.

Over March and April 2020 the Federal Government released approximately \$320 billion worth of stimulus packages to support small businesses. The packages focused on key policy areas including:

- A JobKeeper wage subsidy payment
- Code of Conduct for commercial tenancies
- Cash flow support
- Financial relief for distressed businesses
- The SME Guarantee Credit Scheme
- Increase of asset write-off threshold; and
- Other sector specific forms of assistance.

The City of Norwood Payneham & St Peters also introduced a Financial Assistance Package aimed at assisting ratepayers, residents, businesses, sporting clubs and other local groups that use Council facilities. The range of support for businesses include:

- Waiving of interest and fines for any unpaid 2019-2020 Fourth Quarter Rates instalments

- Discretionary rebates equal to the 2019-2020 Fourth Quarter payment for businesses located within The Parade Precinct that are required to pay The Separate Rate
- Differential Rate rebate for non-residential property owners, including commercial property owners
- Refunds of the Fourth Quarter Outdoor Dining Permit fee; and
- Outdoor Dining Permit Holders required to make a payment for the installation of bollards associated with their outdoor dining area will have payments deferred until June 2020.

While the easing of restrictions has now commenced, the measures introduced to mitigate the health crisis have had a profoundly negative impact on South Australian. The impacts of social distancing have affected people's sense of connectedness and wellbeing. Separation from loved ones and usual supports, loss of freedom, changes to employment or study, and changes to normal daily routines have had an impact on many people's mental health.

The Flinders University Australian Industrial Transformation Institute notes that, "*bold action and unprecedented investment by government has been necessary to tackle the virus and support millions of Australians and businesses at this time of crisis.*" High levels of public sector investment and stimulus are now required to support our communities recover and with historically low interest rates, governments have the ability to borrow very cheaply to help finance the recovery program.¹

Political Context

Significant changes including the implementation of Brexit from 31 January 2020, the upcoming US election to be held in late 2020 and increasing unrest in the Middle East, all continue to add to high levels of international political instability.

This instability has continued within Australia with the country having six (6) Prime Ministers hold office since 2007. South Australia has also experience significant political change with a new Liberal Government being formed in 2018 after 16 years of Labor leadership. Both elections saw a strong focus on economic management reflecting the community's ongoing concerns over a sluggish Australian economy. Within South Australia, issues such as Local Government reform (including the potential for rate capping) together with the ongoing discussion on the deregulation of shop trading hours, continue to impact business and consumer confidence levels.

Local Government Reform

In May 2019, the South Australian Productivity Commission announced an inquiry into local government costs and efficiency. The inquiry was to examine trends in local government costs and the drivers of those costs as well as develop and analyse measures of efficiency including mechanisms and indicators that might be used by local government to measure and improve performance.

The South Australian Productivity Commission published its final report on the *Inquiry into Local Government Costs & Efficiency* on 22 November 2019. As part of the report, the Commission provided recommendations to guide and assist councils under the four (4) key themes of: information for improved decision making; managing cost pressures; efficiency and continuous improvement; and governance, accountability and transparency.

The report identified that the key drivers of council expenditure growth have been growth in the volume, scope and quality of both mandated (or legislated) and non-mandated services

¹ Flinders University Australian Industrial Transformation Institute, April 2020, '*Impacts of Covid-19 of the South Australian economy and employment – 2020-2023*'

due in part to population growth. Other cost drivers include compliance costs and cost shifting by other tiers of government. In an effort to improve council decision making, efficiency and engagement with the community, the Commission recommended that the South Australian State Government establish an information framework to be co-designed with councils and that would also underpin an annual "State of the Sector" report by the Local Government Association of South Australia. The framework would also be used for comparisons by councils to guide continuous improvement and strengthened through the documentation of service standards and scheduled reviews.

The report also proposes legislative change to develop model templates for annual reports, long term financial and asset management plans, to enhance financial accountability. New legislation is also proposed for employee costs, to allow groups of councils to negotiate enterprise bargaining agreements and to allow increased industrial relations capabilities, together with the introduction of new council procurement policies and practices to encourage the greater use of council resource sharing.

The South Australian State Government provided its response to the report in February 2020 which provided its support for the recommendations in the report and noted the advice provided to Councils recognising that action by both is essential to ensure the successful delivery of changes.

Population Growth & Demography

Over the last decade, Australia's population has defied predictions and grown at an unprecedented rate. If the current pace continues, Australia's population will reach 40 million people by 2050. This growth will likely result in a continued reliance on vertical development, rising house prices and increased investment in infrastructure and services.² South Australia's population growth rate of 0.87 per cent is trending at its fastest rate in four (4) years. With a population of over 1.7 million, South Australia accounts for 7.14 per cent of the Australian population. Over 75 percent of the State's population lives within metropolitan Adelaide.³

Despite this, South Australia's performance in terms of population growth has lagged behind the other states with its population growing at half the average national annual rate. Based on this trend, it is expected that the State's population will continue to fall as a share of Australia's population growth.

A key factor in South Australia's population growth is its net migration flow interstate and overseas. The South Australian State Government's Growth Agenda will look to actively increase its population levels, a core requirement in its pursuit of an increased rate of economic growth for the State.

At a local level, the Norwood and Kent Town area has been identified as one of 13 areas recognised as a known major infill area supply opportunity and used to inform the State Government population projections. The Estimated Residential Population (ERP) of the City of Norwood Payneham & St Peters in 2016 was 36,396. This is forecast to grow to 37,150 by 2021 and 40,063 by 2036. An overall increase of 10.1 per cent between 2016 and 2036. This compares to the forecast growth of 18.2 per cent across the Greater Adelaide Region.⁴ More recently, in 2019 the ERP of the City of Norwood Payneham & St Peters was estimated at 37,056.

² McCrindle, 'Australia towards 2030', <https://mccrindle.com.au/insights/blog/australia-towards-2030/>

³ <http://www.population.net.au/population-of-south-australia/>

⁴ Department of Planning Transport and Infrastructure, published 2020, 'Local Area (SA2 and LGA) Population Projections for South Australia, 2016 to 2036'

In South Australia, older people are accounting for an increasing share of the population. In 2016, the ABS estimated that the share of South Australians aged 65 years or more accounted for a little over 18% of the State's population. This was approximately 3% higher than the national figure. An ageing population presents both challenges and opportunities. On the one hand, an ageing population results in a shrinking of the productive workforce, with people exiting the labour force as they retire. This places a greater burden on remaining workers to maintain a growing tax base, economy and living standards. On the other hand, a smaller labour force has the potential to generate additional employment opportunities for younger workers. Older people also demand goods and services in certain industry sectors, specifically those relating to health care and social assistance and, as a growing share of the population, will create growth for those sectors.⁵

Community Well-being

CityPlan 2030 was developed with the aim of achieving its long-term Vision and ultimately improving Community Well-being, the pivotal objective of the Plan. Community Wellbeing can be defined as, "the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfil their potential".⁶ It is determined by the experience people have in their health, happiness and prosperity and includes having good mental health, a high level of life satisfaction and a sense of meaning or purpose.

The well-being of communities are impacted by the social, economic and environmental conditions in which people live, work and visit. Other factors such as the built and natural environment, access to services and social infrastructure also play a key role in community well-being.

Local Government is intimately connected to the community, and crucial to improving health and well-being. Whether it's developing active transport networks, managing parks, playgrounds and open spaces, or building social connection through community centres and libraries, local governments are at the forefront.⁷ In 2017-18 two-thirds (67%) of Australian adults were overweight or obese, up from 63.4% in 2014-15, and almost one quarter (24.9%) of children aged 5-17 years⁸. At current rates, approximately 80% of Australian adults and 30% of Australian children are expected to be overweight or obese by 2030. South Australia has higher rates of overweight and obesity than the national average with nearly 69.7% of adult overweight or obese in 2017-18.

Community well-being can be improved not only through specific health interventions, but also through broader programs offered by the Council such as community engagement programs, access to public spaces where people can meet and through targeted economic development programs. Whilst it is not a new concept, the importance of community well-being is continuing to grow as the diversity and ageing of local communities continues to increase.

Access and Inclusion

In 2019 the South Australian State Government passed the *Disability Inclusion Act 2018* (SA). The Act promotes the full inclusion in the community of people with disability to assist those citizens living with disability to achieve their full potential as equal citizens through accessible and inclusive service and infrastructure. The Act requires State Authorities (including Local Government) to develop their own Disability Access and Inclusion Plans. These plans are due to be completed by October 2020. The Act promotes the full inclusion

⁵ Infrastructure SA, 2019, '20-Year State Infrastructure Strategy Discussion Paper'

⁶ John Wiseman and Kathleen Brasher, 2008, 'Community Wellbeing in an Unwell World: Trends, Challenges and Possibilities'

⁷ SA Health, June 2019, 'Local Government Community Health & Wellbeing Toolkit'

⁸ Australian Bureau of Statistics, *National Health Survey 2017-18*

in the community of people with disability to assist those citizens living with disability to achieve their full potential as equal citizens through accessible and inclusive service and infrastructure. In 2019 the South Australian State Government also developed its first Disability Access and Inclusion Plan, *Inclusive SA 2019-2023*, which seeks a whole of government approach (both State and Local government) to improving the Quality of Life for citizens living with disability. The Plan is likely to have implications for local government which will be considered by the City of Norwood Payneham & St Peters in the review of its *Access and Inclusion Strategy* in 2021.

The Council will also need to consider the inclusiveness of its services to older citizens, and those who are disadvantaged, in the context of its service offering given 21.2% of households do not have access to the internet in their home.

Adoption of New Technology

Whilst the introduction of new technology is not new, the pace of technological progress has continued to accelerate, which has improved the speed of access to, and volume of, information at a global scale. The rapid changes in technology are driving community demand and expectations on the services and infrastructure provided by governments.

Despite this change, the adoption of technology is uneven across sectors, companies and countries subsequently impacting the success of business operators. Those that have harnessed advanced technology are leaders in their sectors, achieving faster revenue growth and higher productivity than their competitors. Digitisation has widened the gap between early adopters and others within sectors.⁹ This is particularly evident in the retail sector. Not only are rapid changes in technology impacting product and service delivery, they are also having an increasing influence over the skills that the workforce needs. Automation and artificial intelligence will accelerate the change in demand for different skillsets as these technologies are adopted.

People are becoming increasingly reliant on the timely provision and analysis of data to inform their day-to-day activities. Development in digital technologies are providing greater access to information together with greater connectivity through networks and improved business capability through end user models such as GigCity. These are enabled through new devices and digital infrastructure.

As technologies become more affordable and readily accessible, it will be essential for the businesses in Norwood Payneham & St Peters to overcome the disruption and incorporate new technology into their business models to remain competitive and ensure their longevity.

Smart Cities

There are many definitions of a 'Smart City'. Generally speaking, this term refers to a city (or region) which uses information and communication technology as the enabler for providing services to, and connecting with, the community in a faster, more efficient and more environmentally sustainable manner.

Digital networks, the 'Internet of Things' (networks of internet connected devices able to collect and exchange real time data), real time information, macro data analytics, artificial intelligence, automation and smart infrastructure are unlocking rapid improvements to city services, liveability, innovation and sustainability. Smart Cities add digital and non-digital intelligence to existing urban systems putting real-time data into the hands of decision makers, allowing them to make better choices and increasing efficiency. These tools can be

⁹ McKinsey Global Institute, January 2019, *'Navigating a world of disruption'*

used to prevent crime, reduce waste, better inform and engage with our community and save time, amongst other things.

Examples of 'smart technology' include high-speed Wi-Fi networks, the use of sensor technology for street lighting and car parking, smart irrigation and smart apps that provide real time information and notifications to our citizens. These technologies enable greater data capture and tracking, which can then be used to inform policy initiatives and service provision for the benefit of the community. Smart Cities are generally advanced in respect to infrastructure, sustainability and communications, all of which have social, cultural and economic benefits for the community.

In April 2016, the Australian Government launched the 'Smart Cities Plan' which established a vision for Australian cities that focuses on three (3) pillars being Smart Investment, Smart Policy and Smart Technology. Many Local Government Areas are investigating and implementing the opportunities to utilise smart technology and data to improve their services.

The City of Norwood Payneham & St Peters is committed to leveraging the benefits of this smart/connected revolution and the Council already has a range of existing digital programs and reforms in place. To accelerate this journey, the Council has recently commenced the preparation of a Smart City Plan.

The purpose of this Plan is to:

- drive the development of smart city technology applications;
- enhance the wellbeing of the community through enhanced experience and liveability;
- attract investment and talent to the region through smart economic frameworks;
- support access to digital infrastructure, activated public spaces and open source data; and
- improve the efficiency and effectiveness of Council services.

The key deliverable of the project will be a roadmap, reflecting the true values of our citizens that sets the direction for the city's transformation agenda.

Preparation of the Plan is being underpinned with stakeholder engagement to ensure efficient and robust communication, consultation, local knowledge, community buy-in and innovation.

Given the breadth of smart city related projects and initiatives the Council could implement and the limited amount of human and financial resources available, there is a need to understand what the community considers to be its key priorities in the short to medium term.

In this regard, some competing challenges include how to prioritise the introduction of smart initiatives into Council's. For example, prioritising digital transformation externally for the City (e.g. to enhance the public realm and infrastructure), or to prioritise internal projects which look to improve Councils functions and processes.

The Economy

Prior to the COVID-19 (Novel Coronavirus) pandemic, the economy had continued to be sluggish following the Global Financial Crisis, at a local, national and global scale, however the International Monetary Fund had forecast global growth to rise moderately from 2.9% in 2019 to 3.3% in 2020 and 3.4% in 2021. Recent developments and implications for the forecast included trade policy uncertainty, political tensions and stress in the economies of key emerging markets. Other implications revolved around the social unrest in several

countries and significant weather-related disasters such as the bushfires recently experienced across Australia.

In the third quarter of 2019-20, Australia was hit with the social and economic shock of the COVID-19 pandemic. International travel bans were introduced, followed by social distancing measures, the forced closure of businesses, the limitation on public gatherings and in several states (including South Australia), the closure of state borders.

These restriction have had a severe impact on the South Australian economy which is expected to be felt for over the next four (4) years. Impacts to the Gross State Product (GSP) were forecast in the first and second quarter of 2020, with a reduction in GSP of 1.9 percent in Q1 2020, and a further reduction of 14.6 percent in Q2 2020. A recovery is forecast between Q3 2020 and Q1 2021, with GSP growth of 3 percent, 4.6 percent, and 2.7 percent respectively, after which GSP growth is expected to return to the relatively normal levels of around 0.5 percent.¹⁰

Unemployment is expected to double from 52,000 to 117,000 in the June quarter and remain relatively high for the medium term. Peak unemployment is expected to reach 13.3% and remain above 10% at the end of 2023. Amongst the biggest employment sectors in South Australia are the ones most affected – retail, education and training, accommodation and food services with their losses far outweighing the growth in other sectors such as health and telecommunications.¹¹

The 2020-201 Federal and State Budgets have both been deferred until at least October as the government seeks to analyse the full economic cost of the coronavirus pandemic. The Federal Government has allocated more than \$230 billion in stimulus measures introducing a raft of economic measures including the JobKeeper wage subsidy, cashflow support for small and medium businesses, relief for commercial and residential tenants, and early access to superannuation together with increased spending on infrastructure.

At a local level, over the last few years the South Australian economy has transitioned from traditional manufacturing to service based industries and emerging technologies. This is continuing to evolve and requires an ongoing commitment to new skills and innovation.

In an effort to stimulate local economic growth, the Council has continued to support local businesses through a number of economic development projects and initiatives since 2017. Some of the initiatives include the Eastside Wine & Ale Trail, Raising the Bar, Growth Workshop and Eastside Startup Series, an annual fashion event, The Parade Masterplan, and is in the process of developing a City Wide Business & Economic Development Strategy to support the local economy over the next 5-years with specific short terms initiatives to address the economy recover from the impacts of COVID-19.

Following the 2018 Local Government Election, the Council also resolved to re-establish a Business & Economic Development Committee to provide direction and guidance to its business and economic development functions, and subsequently reinforcing its commitment to economic development across the City of Norwood Payneham & St Peters. The Committee has since identified Food Manufacturing, Retail, Cultural & Creative and Professional & Scientific as the four (4) priority sectors for the City, with Education and Health sectors also recognised as key contributors.

¹⁰ *'Impact of Covid-19 on the South Australian economy and employment – 2020 to 2023*, April 2020', Flinders University Australian Industrial Transformation Institute.

¹¹ Professor John Spoehr, Flinders University Australian Industrial Transformation Institute, May 2020, *'COVID – 19 cost to SA Economy, Jobs'*

Of these sectors, four (4) align with those identified as priority growth sectors in the South Australian State Government's 'Growth State' agenda – Food, Wine & Agribusiness, Health & Medical, Creative and International Education (which includes the offering of public and private schools). The South Australian State Government is actively engaging with each of these sectors to develop specific strategies and identifying what they need in order to grow.

Together with the key sectors identified, the Council's ongoing recognition of its major precincts (The Parade, Magill Road, Payneham Road, Glynde Corner and Kent Town), form a key focus of the Council's new City Wide Business & Economic Development Strategy.

Climate Change Adaptation and Mitigation

Changes in the climate are caused by extra heat in the atmosphere due to the addition of greenhouse gases. Scientific data shows that the additional greenhouse gases in the atmosphere are primarily due to human activities. Observed changes over the last century include increases in global average air and ocean temperatures, rising global sea levels, long-term sustained widespread reduction of snow and ice cover, and changes in atmospheric and ocean circulation and regional weather patterns, which influence seasonal rainfall conditions¹².

The Council has recognised that we are in a state of rapid climate change that requires strong action by all levels of government, including local councils. The Council also affirmed its commitment to both mitigate against, and adapt to, the adverse impacts of climate change within the Council area.

As a result of ongoing high emission, some of the climate change projections for 2050 are:

- 1.6°C increase in average annual maximum temperature;
- the frequency of two (2) or more days over 35°C will more than double;
- 7% reduction in average annual rainfall;
- 10% increase in extreme daily rainfall; and
- the number of days of extreme fire risk will increase 5 (five) fold by 2070.

These effects are expected to result in the following impacts:

- loss of biodiversity and natural character in our parks and reserves;
- reduced quality, use and amenity of our open space;
- less participation and increased disruption or cancellation of activities and events;
- adverse impacts on the health, safety and wellbeing of vulnerable members of the community;
- reduced comfort and liveability in our streets and suburbs; loss of vibrancy and activity along our main streets;
- increased pressure on stormwater infrastructure to manage the impacts of flooding; and
- increased disruption of electricity services.¹³

Climate Change Mitigation

Climate change mitigation is taking action to reduce or prevent emissions of greenhouse gases. The aim of mitigation is to avoid significant human interference in the climate system or stabilise greenhouse gas levels in a timeframe that allows the ecosystem to adapt naturally. There are two (2) methods to reduce and prevent emissions. The first method is to reduce sources of greenhouse gases for example, reducing the amount of fossil fuels being burnt for electricity, heat and or transportation. The second is by enhancing the world's oceans, forests and soils that accumulate and store greenhouse gases.

¹² Department of Agriculture, Water and the Environment, 'Understanding Climate Change'

<https://www.environment.gov.au/climate-change/climate-science-data/climate-science/understanding-climate-change>

¹³ Resilient East, June 2016, 'Regional Climate Change Adaptation Plan'

The Intergovernmental Panel on Climate Change (IPCC) report found that limiting global warming to 1.5°C with no or limited overshoot would require “rapid and far-reaching transitions in energy, land, urban and infrastructure (including transport and buildings), and industrial systems”. Global net human-caused emissions of carbon dioxide (CO₂) would need to fall by about 45 percent from 2010 levels by 2030, reaching ‘net zero’ around 2050. This means that any remaining emissions would need to be balanced by removing CO₂ from the air¹⁴.

Organisations and governments of all levels are committing to and taking action to reduce emissions through the method of reducing and preventing emissions. For example, the City of Adelaide is working towards becoming carbon neutral by reducing emissions through efficiently and converting to renewables and offsetting remaining emissions by 2021¹⁵. Microsoft is also working towards being carbon negative by 2030 and planning to remove all carbon emitted by the company since it was founded in 1975 by 2050¹⁶.

Climate Change Adaptation

Climate change adaptation is taking action to avoid, withstand or benefit from current and projected changes in the climate and their impacts. The goal is to reduce our vulnerability to the negative effects of climate change (e.g. sea level rise, more intense extreme weather events, and food and water insecurity); and take advantage of potential beneficial opportunities associated with climate change (e.g. longer growing seasons).

Adaptation helps communities, organisations and ecosystems to deal with the impacts and effects of climate change that cannot be avoided or are inevitable. Adaptation is about taking practical actions to manage risks, protect and build resilience in communities and economies. Adaptation is now recognised as a shared responsibility¹⁷.

While climate change is a global issue, it is felt locally and therefore the City of Norwood Payneham & St Peters is on the frontline of adaption. The *Resilient East* initiative, commissioned by the Eastern Region Alliance (ERA) and other partners, is about making sure the Eastern Region remains a vibrant, desirable and productive place to live, work and visit and that our businesses, communities and environments can respond positively to the challenges and opportunities presented by a changing climate.

We know that despite global action being taken to manage and reduce greenhouse gas emissions we are already on a pathway, which means that some degree of adaptation will be required. By being proactive and thinking and planning now for the impacts that are likely to occur as the climate changes, the eastern region can position itself to manage adverse impacts and take advantage of any opportunities.

This Regional Climate Change Adaptation Plan provides the foundation for a coordinated and collaborative response to climate change and identifies priorities for adaptation across the Eastern Region¹⁸

The Council recognises that we are in a state of rapid climate change that requires strong action by all levels of government, including local councils. It has affirmed its commitment to both mitigate against, and adapt to, the adverse impacts of climate change within our City and as part of the *City Plan 2030* review the Council will consider the community’s view to inform

¹⁴ IPCC, 2018, ‘Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty’, <https://www.ipcc.ch/2018/10/08/summary-for-policymakers-of-ipcc-special-report-on-global-warming-of-1-5c-approved-by-governments/>

¹⁵ <https://www.carbonneutraladelaide.com.au/about/how>

¹⁶ <https://blogs.microsoft.com/blog/2020/01/16/microsoft-will-be-carbon-negative-by-2030/>

¹⁷ Department of Agriculture, Water and the Environment, ‘Adapting to climate change’, <https://www.environment.gov.au/climate-change/adaptation>

¹⁸ Resilient East, June 2016, ‘Regional Climate Change Adaptation Plan’

future emissions targets. In addition to setting a target within the *City Plan 2030* the Council will consider an Emissions Reduction Plan.

South Australian Planning Reforms

The South Australian State Government is currently undertaking the most radical overhaul of its urban planning system in more than two (2) decades.

The *30-Year Plan for Greater Adelaide*, together with other key State Government strategies, encourage new development that delivers urban consolidation to create compact, walkable and visually attractive urban environments. This can be achieved through a combination of high density residential and commercial development located close to public transport services, open space, community facilities and a range of services.

There have been several major changes in planning policy and State Government initiatives for urban consolidation in recent years and in particular, a strong focus remains on allowing for higher density and more intense mixed use developments within the inner metropolitan areas. Economic investment and growth, along with 'design-led' development outcomes are key drivers influencing urban form outcomes, often at the expense of amenity and liveability, both of which are significant issues for our local communities.

These initiatives and policy updates since 2013 have resulted in significant changes in the built form within our City; particularly in areas such as Kent Town and Norwood, where development approvals have started to increase local population numbers and generated government, education sector and private sector investments into public realm upgrades.

The City of Norwood Payneham & St Peters remains a prime location for higher density development to support the objectives of urban consolidation and has excellent accessibility to the Adelaide Central Business District, retail and commercial hubs, high quality educational establishments, the Adelaide foothills and the River Torrens Linear Park.

Additionally, a more compact urban form is seen as a key opportunity to contribute towards reducing the impacts of climate change by utilising existing services and infrastructure, reducing our reliance on private motor vehicles by increasing the uptake of public and active transport (including walking and cycling), and by reducing urban sprawl into greenfield areas outside of the 'urban growth boundary'.

The challenge remains for the Council and State Government to ensure that there is a balance between the protection of character and heritage and the protection of neighbourhood amenity with the creation of opportunities for higher density development and ensuring high quality design outcomes for the community.

Reforming heritage and character attributes to a generic, state-wide policy regime, as is currently proposed by the State Government, has seen the bulk of the Council's nuanced planning policies affecting our historic building stock and areas of historic character, either extensively watered down or removed entirely, placing the Council's historic areas and building stock at significant risk. Over time, if the policy framework that guides the assessment of development proposals remains too generic and inadequate, then the Council will experience the loss, through the demolition of heritage and character dwellings and buildings, and 'the creep' of inappropriate new development within areas of historic value. The proposed policy regime has the potential to eliminate or at the very least, significantly change the city's historic footprint.

Economic drivers and the ad-hoc approval of large-scale developments by the State Government's planning authorities in recent years, particularly along Arterial Roads and in some cases, outside of designated centre zones has, and continues to, undermine the long

established zone hierarchies, making it difficult to plan for the orderly provision of public infrastructure and the separation of sensitive land uses. This may also lead to unexpected outcomes and complaints with the juxtaposition of incompatible land uses.

The planning reforms have also relaxed requirements for the provision of off-street car parking for developments, which over time will place additional pressure on the Council's street network in terms of both parking and traffic.

In 2015, the Council reviewed its residential zones and as part of that review, introduced a medium density policy area across parts of the City with a concentration of this policy area in parts of Felixstow and Glynde. Some of the medium density developments that have resulted from the policy framework have created some negative visual and amenity impacts on local streets. In light of these impacts, the Council has identified that a review of the policy framework is warranted, which will pose a challenge given the state-wide policy framework and the Council's inability to set the design parameters for these areas without broader agreement amongst all other affected Councils.

Transport & Movement

Transport is the movement of people and goods, and includes walking, cycling, public transport, motor vehicles and freight. Historically, streets have been movement and access corridors that predominantly cater for vehicle access, movement and parking. But they also form a vast percentage of our public space forming the framework and amenity of our neighbourhoods.

The 30 Year Plan for Greater Adelaide (2017 update) recognises that Greater Adelaide cannot continue to sprawl north and south of what is already an elongated metropolitan footprint. The key growth objectives are to encourage higher density housing, revitalise existing neighbourhoods, and concentrate new developments around transit corridors and regeneration areas (such as Kent Town). In addition to this, the Integrated Movement Systems Background Paper released by the SA Planning Commission in 2018 revealed that recent trends have seen greater demand for urban infill housing in the inner and middle ring suburbs. This is expected to continue into the future as people seek housing close to their jobs and services, and subsequently pressure for higher density developments in the City of Norwood Payneham & St Peters is likely to continue to increase.

It is critical that higher density housing is integrated with sustainable transport and movement choices. If we do not change the way we move, a growth in car use will disrupt our liveability, impede economic and business growth, and impact on the sustainability of the city. More dwellings should result in more vibrant neighbourhoods and economic growth, not simply more traffic on the roads, travel time delays and car parking issues.

The challenge for the Council is to enable development to occur in a way that improves access and mobility for all ages and abilities and contributes to the liveability, and health and wellbeing of our community. A key component in achieving this is to create safe, attractive and interesting streets that encourage people to replace short car trips with walking or cycling, and replace longer trips with walking to a bus stop. The City of Norwood Payneham & St Peters is well positioned to achieve this, with many shops, services and facilities within walking or cycling distance of all dwellings. Enabling active and sustainable transport options will also support social equity, cultural vitality, economic prosperity and environmental sustainability.

It is important to note that transport and movement is in a period of disruption. Shifting trends such as working from home, on-line shopping, ride share, autonomous vehicles, drone deliveries and digital trip-planning have the potential to significantly change traffic volumes and the transport mode split on our future road network. In addition, people are

more aware that incidental exercise (such as walking for transport) increases health and supports an environmentally sustainable lifestyle.

COVID-19 restrictions and shutdowns have also had a significant effect on the road network. There are less cars on the road with people working from home, virtual meetings and on-line shopping. Public transport usage has decreased and bicycle sales have more than doubled. Some of these work-life changes may become the post-Covid new normal. Therefore, it is difficult to measure accurate travel patterns and predict future travel demand and movement mode.

The Council will be required to adapt and respond to the emerging challenges and opportunities resulting from post-Covid 19 travel patterns, shifting trends, new technologies and a more compact urban form. Flexibility and future-proofing will be important to efficiently adapt infrastructure to accommodate the emerging transport and movement future.

Conclusion

In addition to the above trends outlined in this paper, the world in general is becoming increasingly globalised and society is continually seeking new and different experiences. In an effort to satisfy this demand at a local level, communities are using temporary activities to stimulate the local economy. Examples of these activities are seen in the prevalence of 'pop-up' shops, temporary art installations, food trucks and one-off events. The temporary nature of these activities provides opportunities for experimentation and community involvement, and helps contribute to creating a vibrant community and place to live. In providing this offering, governments are challenged in terms of the flexibility of their processes, policies and in navigating regulatory systems so that this creativity can flourish.

Relevance to *CityPlan 2030 Outcomes*

The key trends and drivers of change which are set out in this Discussion Paper are intended to stimulate further discussion for the *CityPlan 2030 Mid Term Review*.

The following table provides an overview of how these key trends and drivers of change relate to the *CityPlan 2030 Outcomes*:

	Outcome 1: Social Equity	Outcome 2: Cultural Vitality	Outcome 3: Economic Prosperity	Outcome 4: Environmental Sustainability
<i>Local Government Reform</i>	X	X	X	X
<i>Population Growth & Demography</i>	X	X	X	X
<i>Community Well-being</i>	X	X	X	X
<i>Access and Inclusion</i>	X			
<i>Adoption of New Technology</i>			X	
<i>Smart Cities</i>	X	X	X	X
<i>Continued Slow Economic Growth</i>			X	
<i>Climate Change Adaptation & Mitigation</i>		X	X	X
<i>South Australian Planning Reforms</i>	X	X	X	X
<i>Movement & Transport</i>	X		X	X

The degree at which each of the elements is relevant to the City of Norwood Payneham & St Peters at this point in time does vary, however it is important to be informed of the broader context for the future of the City. This will assist in embracing the opportunities and challenges that these trends and drivers of change present.

Further Information

This Discussion Paper is a standalone document and is intended to be used as background information to inform the *CityPlan 2030 Mid Term Review* in 2020.

For further information on the Discussion Paper, please contact the Council's Economic Development & Strategic Projects Coordinator, Rosanna Francesca, on telephone 08 8366 4524 or via email at rfrancesca@npsp.sa.gov.au.