

CityPlan 2030

Shaping Our Future

Mid Term Review 2020



Community Well-being

Social Equity | **Cultural Vitality** | **Economic Prosperity** | **Environmental Sustainability**



City of
Norwood
Payneham
& St Peters

Kurna Acknowledgement

The City of Norwood Payneham & St Peters acknowledges that this land is the traditional land of the Kurna people and that we respect their spiritual connection with their country.

We also acknowledge the Kurna people as the custodians of the greater Adelaide region and that their cultural and heritage beliefs are still important to the living Kurna people today.



The Children's Art Studio

The colourful canvases featured in this document, depict the vision of the City of Norwood Payneham & St Peters area in 2030. They were painted by the senior students of the 'Kid's Art Studio' under the guidance of Briony Fitzgerald (a student at Uni SA) and Maxine Cavaggion.

The students involved in the project were: Verity Tonkin, Sarah Hadaway, Tiana Della-Putta, Gulsara Kaplun, Shannon Eisenblatter, Laura Sinclair, Elizabeth Cardinale, Katie Georgiou, Ashleigh Duggan, Emma Oborn, Georgia Van Dissell, Erin Fraser, Asha Klose, Mahala Sultan, Lucy Tunno, Stella Tunno and Lucy Strokes.

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Mayor's Message

The City of Norwood Payneham & St Peters is proud of its reputation as a leader in Local Government and one of South Australia's most desirable places to live, work, play and visit.

Achieving this status has been possible with strong and clear strategic directions which guide our decision making and work. Since 2008 *CityPlan 2030* has played a pivotal role in guiding the City of Norwood Payneham & St Peters towards its preferred vision for the future.

The *CityPlan 2030 Mid Term Review* has taken into consideration the views, aspirations and ideas of members of our community. The review has presented a timely opportunity for the Council and the community to reflect on what we believe to be the unique and defining elements of the City of Norwood Payneham & St Peters, and how we will protect and nurture them given the challenge that we have and will continue to face with the COVID-19 pandemic. Adjusting to the new

'normal' will require a different way of thinking and doing things - testing our resilience, our agility, challenging long held beliefs and requiring innovation to keep up with the pace of rapid and at times, unpredictable change.

CityPlan 2030 continues to maintain focus on the four Outcomes: Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability, providing stability and certainty in an environment of constant change.

The mid term review of *CityPlan 2030* introduces the aspirational Smart City agenda while emphasizing the Council's focus on sustainable active transport and climate change adaptation. The Council will implement the revised Objectives and Strategies of the Plan and embrace new challenges and opportunities with a commitment to openness and collaboration.

Now, more than ever, it is important that we live by our values and work together to ensure that our natural environment,

rich built heritage, cultural diversity and community spirit are nurtured and protected for ourselves, our children and future generations.

On behalf of the Council, I thank everyone who shared their ideas and experiences during the mid term review of *CityPlan 2030* and look forward to working together in the coming years.

Robert Bria
Mayor



Our Council

The City of Norwood Payneham & St Peters is represented by a Mayor and 13 Councillors who are elected by the community every four years.

Elected to one of six wards, Elected Members play a vital leadership role by representing the interests of the broader community and delivering on the vision and strategic direction of the Council.

From left to right: Cr Fay Patterson, Cr John Minney, Cr Carlo Dottore, Cr Sue Whittington, Cr Christel Mex, Cr Mike Stock, Cr Garry Knoblauch, Mayor Robert Bria, Cr Kevin Duke, Cr Evonne Moore, Cr Scott Sims, Cr Kester Moorhouse, Cr John Callisto, Cr Connie Granozio.



City of Norwood Payneham & St Peters

Located just five minutes east of Adelaide's CBD, the City of Norwood Payneham & St Peters enjoys a reputation as one of Adelaide's most desirable places to live, work, study and visit.

The Council area is bounded by the City of Port Adelaide Enfield to the north; Campbelltown City Council to the east; the City of Burnside to the south; City of Adelaide to the west; and the Town of Walkerville to the north-west. The River Torrens also forms a boundary to the west and north.



Our History

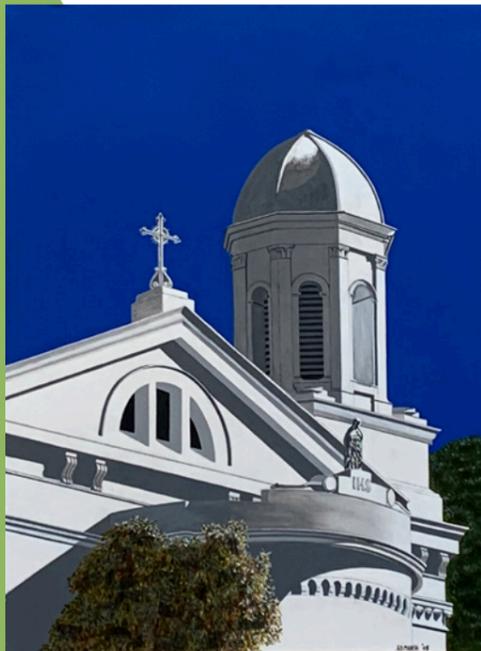
The City of Norwood Payneham & St Peters is one of South Australia's most historic inner-urban areas spanning 21 suburbs and located on the eastern side of the Adelaide Plains, adjacent the Mount Lofty Ranges.

The Kurna people are the traditional owners of the land who lived around the four creeks which traverse the City, gathering for ceremony and cultural activities for more than 40,000 years prior to European settlement in the 1830s. Successive waves of migrants have since exerted significant influence over the development of the City which has instilled the City of Norwood Payneham & St Peters with an identity and character distinct from any other in South Australia.

The heritage of the City of Norwood Payneham & St Peters draws on the histories of three uniquely South Australian communities and municipalities. The first of these is the City of Kensington and Norwood,

the first township (outside of the City of Adelaide) to be granted municipal government in Australia. The second is the Town of St Peters with its distinctive villas and cottages amid tree-lined streets, and the third is the meandering River Torrens Valley to the north known as the Garden City of Payneham. The amalgamation of these three council areas in November 1997, unified a rich multicultural community and created the City of Norwood Payneham & St Peters.

Many of South Australia's most influential leaders have lived in our City, having impacts across disciplines that encompass politics, the arts, religion, sport and social reform and as the oldest suburban South Australian local government municipality, our beautiful residential, public and commercial buildings contribute to the unrivalled heritage character of the City which fills our community with a great sense of pride.



Andrew D Marsh, 2008

The future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.

CityPlan 2030

CityPlan 2030: Shaping Our Future is the long-term Strategic Management Plan for the City of Norwood Payneham & St Peters. First endorsed by the Council in 2008, CityPlan 2030 outlines the community's vision and aspirations to the year 2030 and establishes the broad directions which will help shape the City's future.

The focus of *CityPlan 2030* is to continue developing the things we love, changing the things which we don't and creating the things we want for the preferred future of our City.

CityPlan 2030 also builds upon the City's unique features—those features which set us apart from other cities and Local Government Areas and make the City of Norwood Payneham & St Peters an attractive place to live, work, study and visit. The title 'Shaping Our Future' reflects the view that the future can be shaped, modelled and influenced by our actions today, for both our benefit and that of future generations.

The Council takes a long-term approach to planning for the development and future requirements of the City. This approach allows the Council to target the investment of scarce resources and energy over a longer period thereby creating stability, certainty and building strong foundations for the future.

An extensive community visioning exercise was undertaken to prepare the first iteration of *CityPlan 2030* and develop a long-term strategic vision. This process included consultation and involvement of a broad cross-section of the community which helped to create a document that will, in essence, stand the test of time.

The City of Norwood Payneham & St Peters is committed to strategic planning in order to achieve a high-level of community well-being. *CityPlan 2030* identifies the broad strategic directions which will create the desired future for the City of Norwood Payneham & St Peters. The strategic framework illustrates how the Council's other plans and strategies align with *CityPlan 2030*, with the aim of achieving the long-term Vision and ultimately improving Community Well-being—the pivotal objective of this plan.

All councils are required to prepare a strategic management plan which complies with the requirements of Section 122 of the *Local Government Act 1999*.

This update is part of the mid term review of *CityPlan 2030* which was undertaken in 2020, to guide the direction of the Council for the next four years. *CityPlan 2030 – Mid Term Review* is based on extensive community consultation and engagement, despite restrictions that were in place as a result of the COVID-19 pandemic.

Our Strategic Planning Framework

The Council's Strategic Planning Framework is used to plan the future programming and delivery of the Council's programs, projects, services and initiatives, as well as to measure and report on progress.

The plan outlines the Vision and four Outcomes which reflect the community's aspirations for the City of Norwood Payneham & St Peters over the next 10 years and beyond.

How We Plan

CityPlan 2030 sets out the long-term strategic vision and plan for the City of Norwood Payneham & St Peters. It is intended to be a strategic document which provides high-level guidance to the Council and the community.

CityPlan 2030 outlines the Vision and four Outcomes which reflect the community's aspirations for the City of Norwood Payneham & St Peters over the next 10 years and beyond. *CityPlan 2030* is supported by a series of other strategic documents including the Asset Infrastructure Management Plan, Long-term Financial Plan, Management Plans, Corporate Plan and thematic Strategies, which outline the short-term planning aspirations for the City.

Quadruple Bottom Line Approach

The Vision for the City continues to be underpinned by the four Outcomes of Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. These four Outcomes (or Pillars) are the foundation upon which *CityPlan 2030* is based and this approach is referred to as the Quadruple Bottom Line.

Quadruple Bottom Line (QBL) is a management tool which ensures that the Council's sustainability principles are embedded across all of its operations and undertakings. The QBL is about achieving social, economic, cultural and environmental sustainability, without irreversibly damaging the ecological systems which support everything that we do. Adding the fourth Pillar of Culture to the traditional Triple Bottom Line approach of environmental, social and economic sustainability, highlights the importance which the Council and the community has placed on protecting and enhancing the City's unique character and 'sense of place'.

The Council continues to work towards these Outcomes over the long-term through its programs, services, special projects and initiatives.



Sustainability Principles

The development of *CityPlan 2030* provided the opportunity to embed the principles of sustainable development at the local level. These principles provide a framework for the review of the Plan against our Vision for the future and how we work towards this.



Sustainability for the City of Norwood Payneham & St Peters is based on achieving economic, environmental, social and cultural growth without irreversibly exhausting the environmental systems which support that growth. In practice, this means integrated decision-making which generates mutually beneficial economic, social, cultural and environmental outcomes wherever possible.

As it applies to our City, sustainability is also about:

- **Thinking long term** by planning for future generations;
- **Having vision** with a focus on the preferred future; and
- **Fostering our individuality** and what it is that makes our City unique.

Where possible, regeneration principles should also be considered in the implementation of the Council's programs, projects, services and initiatives that are delivered as a result of *CityPlan 2030*.

How We Implement

CityPlan 2030 is supported by a series of strategic documents which are then implemented through the Council's Annual Business Plan, Annual Budget, Project Plans and Action Plans which highlight the Council's key priorities for each financial year.

In order to achieve this, the Council is committed to establishing partnerships and collaborating with the community and businesses, other tiers of government and key stakeholders including other councils and the Eastern Region Alliance. To an extent, all members of the community will play a role in shaping and delivering a better future for the City of Norwood Payneham & St Peters.

Much of the detail regarding how the Vision for the City will be achieved, will be outlined in other Council plans and strategies which are produced to guide the delivery of the Council's programs, projects, services and initiatives. The Council will also prepare a Corporate Plan to identify the specific programs and actions required to implement and integrate all of the elements of *CityPlan 2030* over the next four years.



Plans and strategies are produced to guide the delivery of the Council's programs, projects, services and initiatives.

How We Report

The Council is committed to delivering *CityPlan 2030* through to 2030 and monitoring progress through regular reporting to our community through the Council's Annual Report. Additional reporting is also provided through the Council's Reporting Framework.

Measures of success are outlined in *CityPlan 2030* for each of the four Outcomes in the Plan and are set at three strategic levels: macro, Council and community.

- ▶ **Macro Targets** reflect the Council's commitment to contributing towards State and Federal Government targets, however the level of achievement against these targets is influenced by external economic and social factors, which are not within full control of the Council.
- ▶ **Council Targets** are set against deliverables which the Council is wholly accountable for and are not impacted by any reasonable external influences.
- ▶ **Community Perception targets** are set that reflect the community's level of satisfaction.

Targets set against each Outcome area provide a measure of achievement that the Council will be aiming to reach. They provide a clear goal for the Council to work towards over the next four year period to 2024, when the Council will undertake another update which will be used to evaluate our success.

Strategic Planning Framework

The Council's overall Vision is achieved through a framework comprising three key stages – Planning, Implementation and Reporting.



Our Achievements



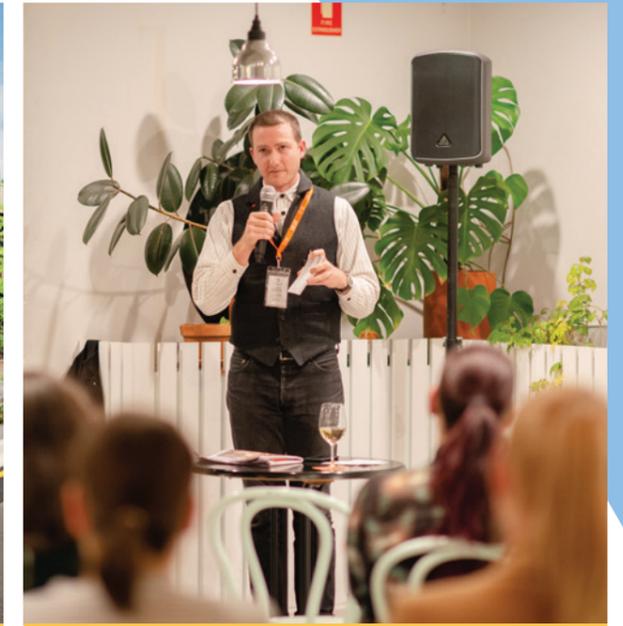
Felixstow Reserve Redevelopment



St Peters Heroes Memorial



La Verde Apartments, Public Realm Enhancement Project



Raising The Bar Adelaide

A snapshot of achievements since 2017

Completed the award-winning **Felixstow Reserve Redevelopment Project**.

Endorsed **The Parade Masterplan** to guide future development of The Parade, Norwood.

Completed construction of the **River Torrens Linear Park Shared Pathway** project between Felixstow Reserve and Battams Road.

Completed upgrades to the **Payneham Oval Clubrooms** including increased accessibility elements.

Implemented the **LED Street Lighting Conversion Project** which resulted in a 65% reduction in CO2 emissions.

Added the names of 145 servicemen from St Peters and surrounds to the **St Peters Heroes Memorial** which was unveiled by the Governor of South Australia.

Introduced **Soft Plastic Recycling** at the Norwood Town Hall.

Launched the **Eastside Wine & Ale Trail**.

Introduced the annual **Eastside Business Awards** celebrating businesses across the City.

Held the **Concerts in the Park Series**, a trio of outdoor live music events.

Developed the **Kent Town Urban Design Framework** and **Kent Town Public Realm Manual**.

Signed up to the Local Government Association's **Circular Procurement Pilot Project**.

Completed the award-winning **Age Friendly Wayfinding Strategy**.

Adopted a Regional Public Health and Well-Being Plan – **Better Living, Better Health 2020–2025**.

Developed an **Access & Inclusion Strategy (2018–2021)**.

Developed the Council's first **Youth Development Strategy**.

Completed the redevelopment of **Syd Jones Reserve** at Firlie.

Partnered with the State Government to deliver two **Public Realm Enhancement Projects** in Kent Town adjacent the East Park and La Verde apartments.

Endorsed and commenced a 15 year program to **upgrade the City's stormwater drainage network**.

Completed the **upgrade of Drage Reserve**, Felixstow including a new all abilities playground.

Unveiled **Perpetual Sun**, the City's third Quadrennial Major Public Artwork in Stepney.

Implemented a **40km per hour speed limit** in Stepney, Maylands and Evandale.

Designated The Parade as a **smoke-free** area.

Held the first **Raising The Bar Adelaide** and the inaugural **Raising The Bar Entrepreneurship** events.

Established the **Mayor's Business Commendation Awards**.

Conducted the Council's first **Come and Try Program** (2017).

Engaged with young people through the YouthFM radio broadcasting program.

Launched an **Online Heat Mapping Tool** as part of the Resilient East regional council collaboration.

Implemented the Council's unique **Private Laneways Policy and Procedure**.

Adopted the Local Government Association's **Shared Mobility Framework**.

Reviewed and endorsed new **Community Land Management Plans**.

Developed the Council's first **Smart City Plan**.

Mid Term Review

CityPlan 2030 was designed to evolve from its adoption in 2008 through to 2030 in order to address emerging or changing issues and trends, while also reflecting updated data. The Council recognises that as local, national and international conditions change, CityPlan 2030 will be required to adapt. These have been considered in undertaking the current CityPlan 2030 Mid Term Review.

As *CityPlan 2030* is a long-term plan, the high-level Outcomes have not changed in this mid term update; rather, adjustments have been made to some of the Objectives and Strategies to reflect changes in the community's aspirations and broader societal trends. The indicators and targets have also been realigned to better measure the Council's progress and success in delivering the plan and have been set against each of the four Outcomes.

In a similar fashion to the most recent update which was undertaken in 2017, this mid term review did not involve an overhaul of the Plan. Rather, it has

reaffirmed the high level strategic direction of the Council through the format of a progress review, intended to confirm the continued relevance of the Objectives and Strategies.

Two stages of community and stakeholder engagement and consultation have informed the 2020 mid term review of *CityPlan 2030*.

A summary of the consultation and engagement process is provided in the Council report which is available on the Council's website. Due to the restrictions which were put in place as a result of the COVID-19 pandemic, the consultation process undertaken for the mid term review was adapted to an online format to ensure that the community had the opportunity to contribute to the review process.

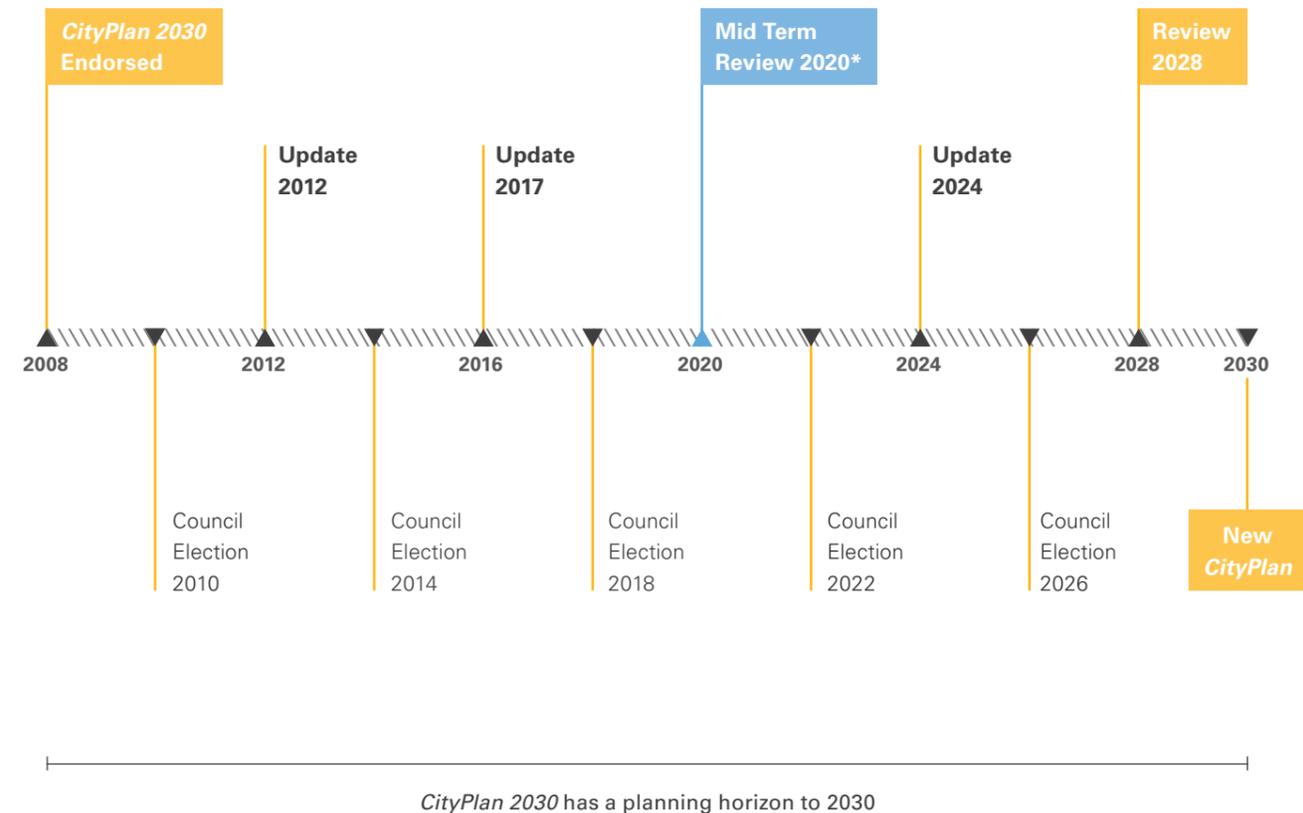
Since the previous update of *CityPlan 2030* in 2017, no new ABS Census data has been released. As such, 2016 ABS Census data and Remplan data, together with the results of the 2019 Community Survey, have been used to inform this review.



CityPlan 2030 is reviewed every four years to ensure that the priorities continue to reflect the community's aspirations.

Our Review Framework

A review of *CityPlan 2030* is undertaken every four years to ensure that the priorities continue to reflect the community's aspirations. The previous two reviews of *CityPlan 2030* were undertaken in 2012 and 2017, with the next update scheduled for 2024.



*Denotes current review

Our City Today

Located in the inner-eastern suburbs of Adelaide, the City of Norwood Payneham & St Peters comprises a unique mix of historic and contemporary architecture, complemented with a range of parks and gardens and leafy green streets which provide an attractive and distinct character.

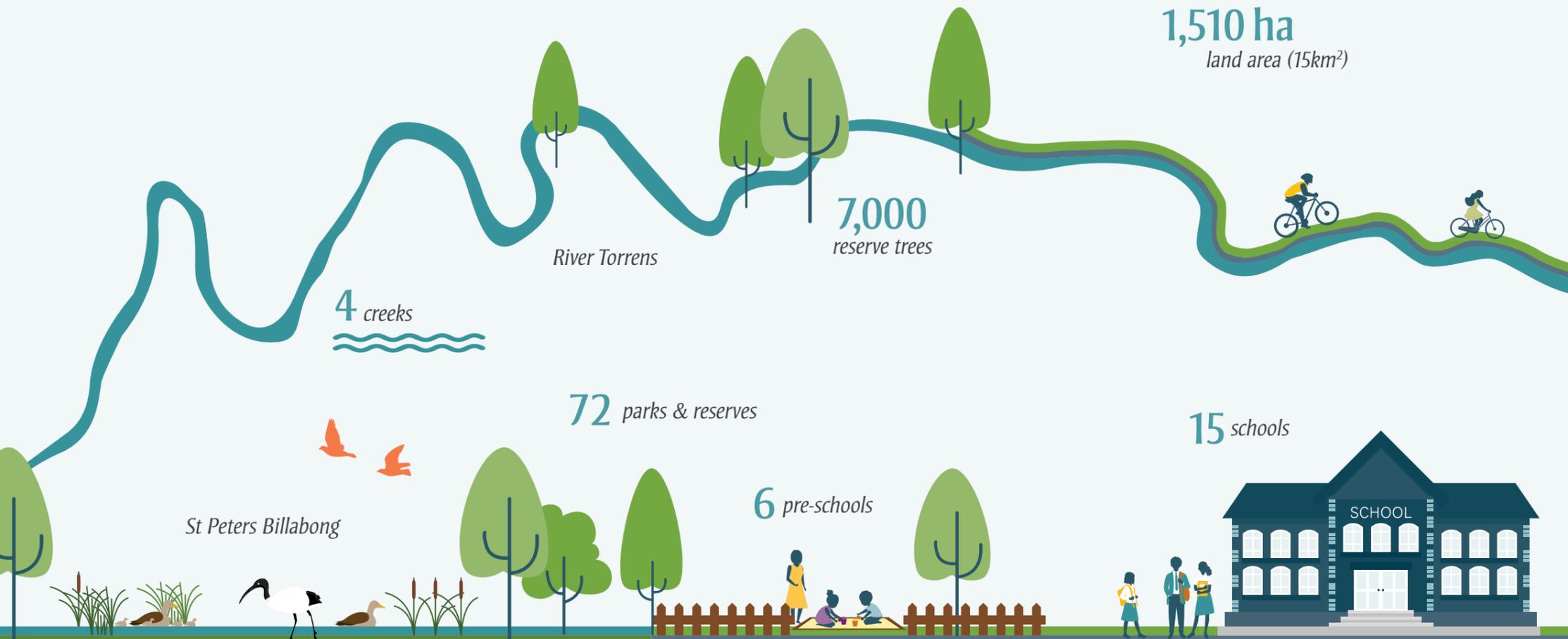
Although the City is predominantly residential, the extensive range of retail, commercial and institutional land uses, with pockets of industrial land make it a highly sought after area in which to live, work and play.

The citizens of the City of Norwood Payneham & St Peters are proud of its diverse population and celebrate the many cultures which are represented in the community, creating a strong sense of place and belonging.

With a reputation for its cosmopolitan lifestyle and cultural influences, the City has evolved over the last 20 years into a vibrant destination with retail mainstreets located along The Parade, Magill Road and Payneham Road, and thriving food and beverage manufacturing precincts in the suburbs of Glynde and Stepney.

With its close proximity to Adelaide's Central Business District, the City presents as a location of choice for businesses of all shapes and sizes. It offers a hub for innovative and emerging industries, co-working spaces, food and beverage manufacturing as well as creative industries. Existing professional, manufacturing and light industry precincts are also significant contributors to the State and local economies, along with smaller home-based businesses and start-ups, which underpin local entrepreneurialism.

Although the socio-economic profile of the City is higher than the Adelaide and South Australian profiles, there are pockets of disadvantage. As such, the Council continues to provide services and infrastructure for people of all ages and at all stages of life and abilities.



Household composition[#]



Average household[#]



Age of the NPSP population[#]



[#] 2016 Census

Our City Today Continued

7,000+
local businesses



21,013+
Workers
A decrease from 24,367 in February 2020 (pre COVID-19) which equates to a fall of 13.8%



86%
of people travel into the City of Norwood, Payneham and St Peters to work



171km of roads

341km of footpaths

An increase of 5.8% from 2019*



37,056*
Residents
Population forecast 39,234 by 2031

More than 23,000
street trees

30 playgrounds

14%
of employed people both live and work in the City of Norwood, Payneham and St Peters

2 swimming centres



40 median age#

120 ethnicities#

Top 3 Employment sectors⁺



Health care and social assistance



Professional, scientific and technical services



Retail trade

How we connect and engage

81.9%
of households access the internet from their home#



eNewsletters



Website



Social Media

* ABS ERP 2019 - EconomyID
2016 Census
+ Remplan, March 2020
^ DPTI Dec 2019 Population Projections

Challenges and Opportunities 2020 and Beyond

As the City of Norwood Payneham & St Peters continues to evolve and grow, there are a number of opportunities and challenges which must be considered.

Global economic, political and environmental factors are driving a number of changes which have been occurring over the past four years since the last update of *CityPlan 2030* was undertaken in 2017. The most pressing challenges and biggest opportunities that present in the City of Norwood Payneham & St Peters reflect many of the major changes underway globally and across other parts of Australia with many inextricably linked to broader economic, social and environmental changes in society.

The Council must respond and take into account impending changes in order to accommodate changes to the City's built form, while maintaining and enhancing our transport and open

space networks, community facilities and services, and the well-being and connectedness of our people.

Alongside the challenges, the changes present an opportunity for the Council to work with the community and partners, to demonstrate strong leadership and good governance in delivering high quality infrastructure and services. Embracing and planning for the future is the foundation upon which *CityPlan 2030 – Mid Term Review* has been developed.

It is likely that these factors will have an impact on our society at the local, national and global scale and that this will extend beyond the City's 2030 Vision. For further information on these challenges and opportunities, the 'Discussion Paper – Key Trends & Drivers of Change' for consideration in the Mid Term Review of *CityPlan 2030: Shaping Our Future* is available on the Council's website.

Embracing and planning for the future is the foundation upon which CityPlan 2030 – Mid Term Review has been developed.

COVID-19 Pandemic

On 11 March 2020, the World Health Organisation declared the COVID-19 pandemic. In a very short period the world saw mass closures to society and businesses, resulting in social isolation and high unemployment levels.

In response to the local impacts of the pandemic, the Council introduced a Financial Assistance Package to assist ratepayers, residents, businesses, sporting clubs and other property owners and local groups. Despite the support which was offered by the Council and other tiers of Government, the impacts of social distancing have affected people's sense of connectedness and well-being, and have had impacts on the local economy, which will present a significant challenge to the Council and its community for the foreseeable future.

Population Growth

The City of Norwood Payneham & St Peters has maintained a relatively stable population with moderate growth.

The population is forecast to grow by 10% between 2016 and 2036 compared to the forecast growth of 18% across the Greater Adelaide Region. In 2019 there was an estimated 37,000 people living in the City of Norwood Payneham & St Peters with older people accounting for an increasing share of the population. In order to fully support people of all stages of life and abilities, the Council will need to maintain the provision of services and facilities for all people.



Maintaining and enhancing our transport and open space networks, community facilities and services.

South Australian Planning Reforms

The South Australian State Government is in the progress of implementing its most radical overhaul of the urban planning system in more than two decades.

In addition, there have been several major changes in planning policy and State Government initiatives for urban consolidation in recent years and a strong focus remains on allowing

higher density and more intense mixed-use developments within the inner metropolitan areas. This has resulted in significant changes to built form in areas such as Kent Town and Norwood, where new development has resulted in increased population numbers and generated significant private and public sector investments into public realm upgrades.

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

Smart City

A smart city generally 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.

Smart city technology generates huge amounts of data allowing real-time insights into the city which has never been possible before. The introduction of smart city technology has significant implications for the way local government decisions are made and services are delivered.

The City of Norwood Payneham & St Peters is committed to leveraging the benefits of the smart city revolution with the Council having a number of existing digital programs and reforms already in place. Some competing challenges for the Council to navigate will include how to prioritise the introduction of smart city initiatives into the Council and how to integrate this technology across the broader Council service offering while using it to achieve all four Outcomes of *CityPlan 2030*.

Alongside the potential for better service provision, comes increased opportunities for citizens of the City to interact with the Council in real time.

Transport and Movement

Current planning reforms have 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.

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, health and well-being of the community. A key component in achieving this is to create safe and attractive streets that encourage people to replace short car trips with walking or cycling and replacing longer car trips with walking to a bus stop. The City of Norwood Payneham & St Peters is well placed to deliver this with many shops, services and facilities located within short distances to all dwellings, enabling active and sustainable transport options.

The Council will also be required to consider and adapt to the emerging challenges and opportunities resulting from post COVID-19 travel patterns with a need to create flexible and future-proof infrastructure.

Climate Change Adaptation and Mitigation

The Council recognises that we are experiencing a state of rapid climate change which requires strong action by all levels of government and subsequently is affirming its commitment to both mitigate against and adapt to, the adverse impacts occurring within the City of Norwood Payneham & St Peters.

Impacts to the local environment are likely to be experienced through the loss of biodiversity and natural character in our parks and reserves, reduced comfort and liveability in our streets, and an increased pressure on stormwater infrastructure, amongst other impacts.

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 adaptation by collaborating with its key partners and the community.

Our Roles in Delivering CityPlan 2030

***CityPlan 2030* identifies the strategies which the Council will implement in order to achieve our Vision. Implementation of these strategies will be achieved by understanding the community's expectations in the services being offered and in the Council determining its most appropriate role in delivering these strategies.**

In implementing *CityPlan 2030*, the Council will act as:

Service Provider

Provide a range of local services, programs and infrastructure for our community.

Advocate

Be a voice for our community on broader issues.

Partner/Collaborator

Partner and collaborate with the community, other levels of government and the private sector to deliver.

Facilitator

Bring together and connect stakeholders with a common purpose to achieve an outcome.

Leader

Play a lead role by providing direction and solutions on community issues.

Be a voice for our community on broader issues

Our Strategic Plan

CityPlan 2030: Shaping Our Future is the blueprint for the direction that our City will take over the long-term in achieving Community Well-being.

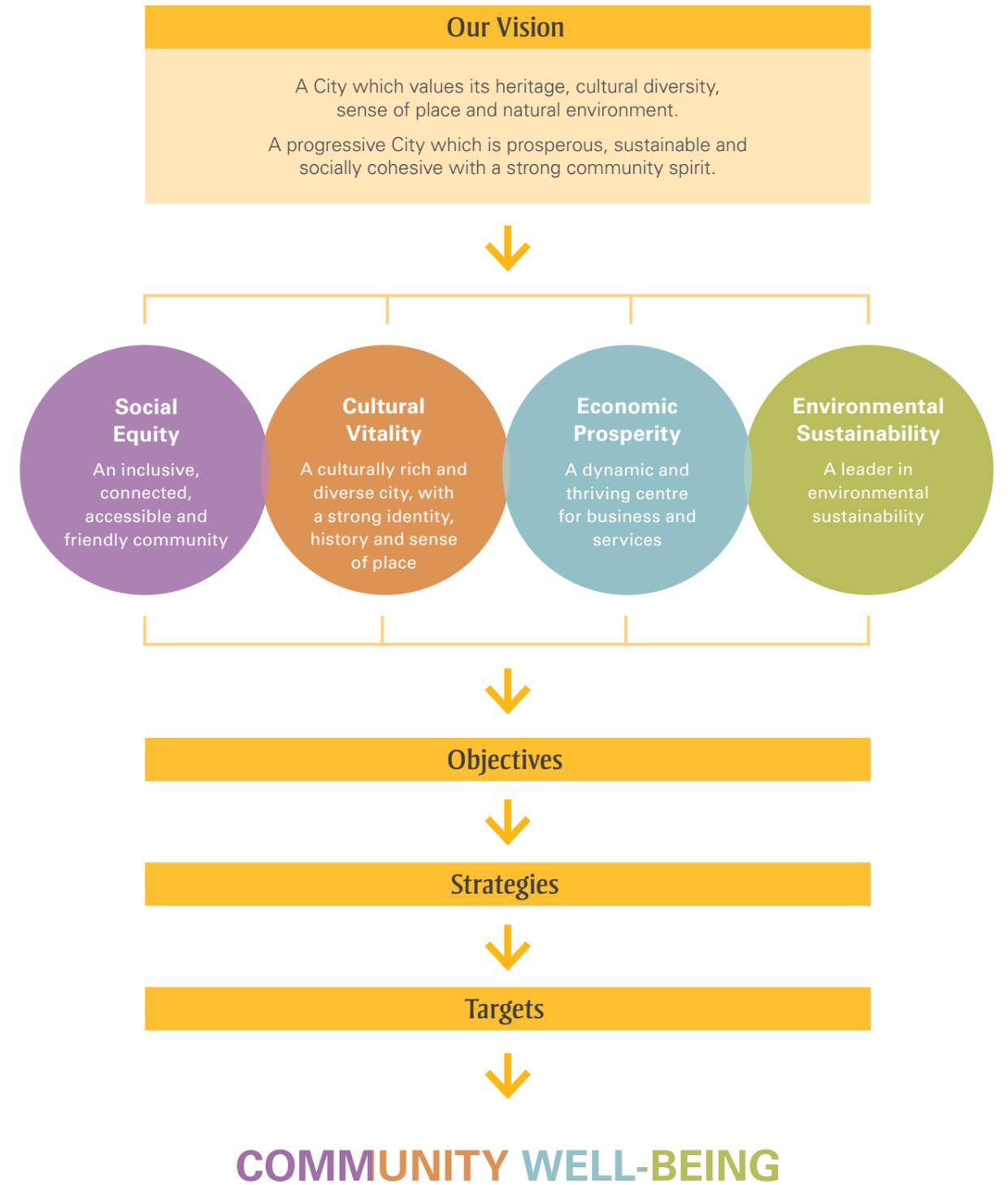
The Vision is based on the community's aspirations and is underpinned by four Outcomes – Social Equity, Cultural Vitality, Economic Prosperity and Environmental Sustainability. Each of the Outcomes in *CityPlan 2030* is translated into a series of Objectives and Strategies.

The Objectives outline the priorities which are aimed at achieving the four Outcomes, while the Strategies outline in broad terms how the Objectives will be achieved. Targets have subsequently been identified to measure our success in delivering on each of the four pillars.



The Vision is based on the community's aspirations and is underpinned by four outcomes.

CityPlan 2030 Shaping Our Future





In recognition that Community Well-Being is our ultimate goal, our people are at the centre of everything we do.

St Peters Library, St Peters



Outcome 1 Social Equity

An inclusive, connected, accessible and friendly community.

The City of Norwood Payneham & St Peters is a community which values its diversity and provides a welcoming, inclusive and safe environment where people of all backgrounds, cultures, ages and abilities feel welcome and connected.

Home to some 37,056 residents, the City has experienced a small but steady increase in its population and is predicted to continue to grow over the next ten years with an additional 2,000 people choosing the City of Norwood Payneham & St Peters as their place of residence. In recent years the community has grown with an influx of new citizens from China, Malaysia, India and South Korea, many of whom are students. Other recent settlers include citizens from South Africa, Vietnam, Nepal, the United Kingdom, New Zealand and Sudan.

Our community is diverse and one where people from all walks of life are valued for who they are and the qualities they bring with them. In recognition that Community Well-being is our ultimate goal, our people are at the centre of everything we do and our residents feel a strong sense of connection with their community.

To improve the health and well-being of the community, the Council looks to address the drivers of social disadvantage by creating services, information and facilities that are accessible to all. This includes maximising participation across the community and providing diverse opportunities for the community to feel socially connected, ensuring that no segment of the community is left behind.

The Council is also committed to accommodating the needs of the diverse population by facilitating a range of housing options to assist in maintaining social and cultural diversity and affordability across the City.

The City's connection is built on the ability of all people to move efficiently and sustainably. To achieve this the Council is committed to further developing its people-friendly, sustainable transport network. The Council continues to work on ensuring better connections for pedestrians, cyclists and public-transport users, facilitating lifestyle choices. New technology and climate change will continue to influence and shape the way people move around, with active transport modes being increasingly prioritised over traditional transport modes.

Objective 1.1

Convenient and accessible services, information and facilities.

Strategy

- 1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.
- 1.1.2 Maximise access to services, facilities, information and activities.
- 1.1.3 Design and provide safe, high quality facilities and spaces for all people.

Objective 1.2

A people-friendly, integrated and sustainable transport network.

Strategy

- 1.2.1 Enable sustainable and active transport modes.
- 1.2.2 Provide safe and accessible movement for all people.
- 1.2.3 Work with other agencies to influence or provide improved and integrated sustainable transport networks.
- 1.2.4 Provide appropriate traffic management to enhance residential amenity.

Relevant Plans

- [City-Wide Cycling Plan \(2013\)](#)
- [Access & Inclusion Strategy \(2018–2022\)](#)
- [Aging Strategy \(2011\)](#)
- [Better Living Better Health, EHA \(2020–2025\)](#)
- [Dog & Cat Management Plan \(2019–2024\)](#)
- [Youth Development Strategy \(2019–2021\)](#)
- [Smart City Plan \(2020\)](#)
- [Age-friendly Wayfinding Strategy \(2019\)](#)

Objective 1.3

An engaged and participating community.

Strategy

- 1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.
- 1.3.2 Provide opportunities for community input in decision-making and program development.
- 1.3.3 Recognise and use the skills, knowledge and resources of the community.
- 1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.
- 1.3.5 Inform and connect new residents to the community and its resources.

Objective 1.4

A strong, healthy, resilient and inclusive community.

Strategy

- 1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.
- 1.4.2 Encourage and provide opportunities for lifelong learning.
- 1.4.3 Encourage the use of spaces and facilities for people to meet, share knowledge and connect with each other.
- 1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.

Measuring Our Success

Metric	Measurement	Target
▶ The use of active transport (cycling, walking and public transport) to school/work.	Journey to work census data.	31% of trips made by active transport in 2045. Aligns with 30 Year Plan for Greater Adelaide (2017 update).
▶ The number of Lifelong learning programs provided by the Council.	Session numbers collected by the Council.	Year-on-year increase in the number of lifelong learning program sessions delivered by the Council.
▶ The provision of connected, safe and enjoyable streets, paths and facilities that encourage cycling and walking.	Infrastructure improvements recorded by the Council.	A minimum of one prioritised street improvement each year that encourages active transport.
▶ The level of community satisfaction with safety during the day and night.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with the access to services and facilities.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets



Our dynamic and vibrant public spaces provide inviting destinations for our community, creating a strong 'sense of place'.

Santos Tour Down Under, Norwood



Outcome 2 Cultural Vitality

A culturally rich and diverse City, with a strong identity, history and sense of place.

The City of Norwood Payneham & St Peters is located within the traditional lands of the Kurna people who lived around the City's creeks for more than 40,000 years prior to European settlement. Since that time, the City has developed a diverse cultural profile with a significant number of residents born in Italy, Greece, Germany and Poland, and with more recent migration coming from various parts of Asia.

The City has a rich and distinctive history with a long tradition of historical firsts at a local, state and national level. As a community we are proud of our history which has been recognised through the City's acceptance into the International League of Historical Cities. We continue to ensure that our heritage is protected and celebrated through the City's cultural and built form and heritage programs recognising our history.

Residents take great pride in the appearance of our City, both in the built environment and the open spaces. A mix of land uses create a diverse and liveable city with quality urban design consisting of high quality streetscapes, artworks and character, building a shared sense of identity for the community.

The City's culture is defined as our values and aspirations, traditions and

shared memories, the way in which we develop, receive and transmit these, and the ways of life that they produce.

Our dynamic and vibrant public spaces provide inviting destinations for our community, creating a strong 'sense of place'. A place where different cultures can share their experiences. These places are enlivened with creative expression and events relating to food, wine, music and the arts, and where the community is enriched with a sense of belonging.

Building on our strong community spirit and 'sense of place', and the existing assets within our City, the City of Norwood Payneham & St Peters facilitates opportunities for cultural representation and celebration encouraging an engaged and connected community.

The Council continues to encourage local creativity and participation in the arts, attracting and supporting cultural and creative organisations, businesses and people.

CityPlan 2030 presents an opportunity to celebrate our natural environment, together with our Kurna and European heritage, in a contemporary way to bring energy and vitality to our community.



Cultural Vitality

*Aspiration
A culturally rich and diverse City, with a strong identity, history and sense of place.*

Objective 2.1

An artistic, creative, cultural and visually interesting City.

Strategy

- 2.1.1 Use the arts to enliven public spaces and create a 'sense of place'.
- 2.1.2 Provide opportunities and places for creative expression for all people.
- 2.1.3 Attract and support cultural and creative organisations, businesses and individuals.

Objective 2.2

A community embracing and celebrating its social and cultural diversity.

Strategy

- 2.2.1 Acknowledge and recognise local Aboriginal heritage and history.
- 2.2.2 Facilitate opportunities for cultural expression, celebration and interaction between different cultural and demographic groups.
- 2.2.3 Promote understanding of and respect for our cultures and heritage.

Objective 2.3

A City which values and promotes its rich cultural and built heritage.

Strategy

- 2.3.1 Protect and enhance places, streetscapes, precincts and landmarks which reflect the built and cultural history of our City.
- 2.3.2 Reflect our City's history through cultural heritage programs and initiatives.
- 2.3.3 Promote the value of heritage protection.

Objective 2.4

Pleasant, well designed, and sustainable urban environments.

Strategy

- 2.4.1 Encourage development that complements our City's built heritage and character areas.
- 2.4.2 Encourage sustainable and quality urban design outcomes.
- 2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.

Objective 2.5

Dynamic community life in public spaces and precincts.

Strategy

- 2.5.1 Facilitate a mix of land uses and activities in appropriate locations in balance with amenity and character.
- 2.5.2 Create and provide interesting and vibrant public spaces to encourage interaction and gatherings.
- 2.5.3 Host and facilitate community events and activities.

Measuring Our Success

Metric	Measurement	Target
▶ Council support for initiatives and events that support cultural diversity.	The number of promotions delivered by the Council.	Promote four cultural events each year which celebrate our City's cultural diversity (eg NAIDOC Week, Harmony Day). Aligns with Arts & Culture Plan South Australia 2019–2024.
▶ The number of community events held.	The number of events delivered by the Council.	Hold a minimum of six major community events per year.
▶ Designs or upgrades undertaken to community spaces.	The number of projects delivered by the Council.	Undertake the design or upgrade of at least one public space per annum.
▶ The level of community satisfaction with the nature of new development within the Council area.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with cultural heritage programs provided by the Council.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets

Relevant Plans

- [Kent Town Public Realm Manual](#)
- [Kent Town Urban Design Framework](#)
- [Open Space Strategy \(2003\)](#)
- [Playgrounds Strategy \(2006\)](#)
- [Smart City Plan \(2020\)](#)



Our economy is vital to the success of our City as a place where people can be educated, work and live.

Adelaide Ravioli, Glynde



Outcome 3 Economic Prosperity

A dynamic and thriving centre for business and services

The City of Norwood Payneham & St Peters is a dynamic and vibrant place to do business. The City's proximity to the Adelaide Central Business District attracts a diverse range of businesses.

Our economy is vital to the success of our City as a place where people can be educated, work and live. This is underpinned by a consistent and sustained residential population.

The City offers excellent primary and secondary schools providing an ideal location for students and families to live in close proximity to services and facilities. The significant number of students living in the City also presents a valuable opportunity to retain a diverse mix of people in the City, contributing to the vibrant economic and cultural identity of the City.

Start-up businesses grow from our home-based businesses and co-working spaces contribute diversity and growth to our local economy. Thriving light industrial and manufacturing precincts, and a mix of growing and emerging sectors make the City an exciting opportunity for new businesses. Our 6,996 businesses are supported by both locals and visitors who are attracted to the City's iconic, premier mainstreets for their unique mix of retail, hospitality, character and cosmopolitan lifestyle.

The Council has identified food manufacturing, retail, cultural and creative, and professional and scientific as priority sectors to drive the local economy forward for their recognised contribution to jobs and vibrancy in the City. The City of Norwood Payneham & St Peters defines the cultural and creative industries as architecture, design and visual arts; music and performing arts; film, radio and television; writing and publishing; advertising and marketing; and creative software applications.

As with the rest of the world, the economic prosperity of the City of Norwood Payneham & St Peters has been impacted in 2020 by the COVID-19 pandemic. The COVID-19 pandemic is a disruptor event unseen before and the effects are likely to impact the economy for the foreseeable future.

To reduce the known impacts of the COVID-19 pandemic, the Council is committed to providing a supportive environment for businesses through the provision of infrastructure and other financial relief measures. Since 2017, the Council has continued to stimulate economic growth through a number of initiatives, and recognises the importance of maintaining economic prosperity as a primary focus moving forward.



Economic Prosperity

*Aspiration
A dynamic and thriving centre
for business and services*

Objective 3.1

A diverse range of businesses and services.

Strategy

- 3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.
- 3.1.2 Attract diverse businesses to locate in our City.

Objective 3.2

Cosmopolitan business precincts contributing to the prosperity of the City.

Strategy

- 3.2.1 Retain, enhance and promote the unique character of all our City's business precincts.
- 3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.
- 3.2.3 Promote the City as a visitor destination.

Objective 3.3

Attract new enterprise and local employment opportunities to locate in our City.

Strategy

- 3.3.1 Foster emerging enterprises and industries.
- 3.3.2 Support appropriate home-based businesses.
- 3.3.3 Promote and support local food and beverage manufacturing.

Objective 3.4

A leading centre for creative industries.

Strategy

- 3.4.1 Create a business environment that is conducive to retraining and attracting creative industries to our City.
- 3.4.2 Collaborate with other agencies to facilitate the provision of technological infrastructure to support businesses.

Objective 3.5

A local economy supporting and supported by its community.

Strategy

- 3.5.1 Support opportunities for people to collaborate and interact in business precincts.
- 3.5.2 Retain accessible local shopping and services.
- 3.5.3 Encourage businesses to sponsor local community activities.
- 3.5.4 Support opportunities for the community to access locally produced food and beverage produce.
- 3.5.5 Encourage community support for and promote awareness of all businesses in our City.

Relevant Plans

[Economic Development Strategy \(2021–2026\)](#)

[Kent Town Economic Growth Strategy \(2020–2025\)](#)

[Smart City Plan \(2020\)](#)

Measuring Our Success

Metric	Measurement	Target
▶ The number of jobs in the City.	Australian Bureau of Statistics and Australian Business Register.	Number of people employed in the City has returned to pre-COVID levels. (24,367 February 2020)
▶ The number of Council training & networking opportunities held by the Council.	Registration numbers recorded by the Council.	A minimum of six training/networking events held per annum.
▶ The number of promotional initiatives undertaken by the Council.	Initiatives recorded by the Council.	Year-on-year increase in the number of business promotional initiatives held.
▶ The level of community satisfaction with the Council's performance in attracting and supporting businesses.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction that the mix of businesses in the City's precincts contributes to the prosperity of the area.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets



Our natural environment is a resource that is highly valued by residents and visitors.

St Peters Billabong, St Peters



Outcome 4 Environmental Sustainability

A leader in environmental sustainability

The City of Norwood Payneham & St Peters is an inner metropolitan City with beautiful open spaces and valuable natural resources. It is a City where current and future populations can enjoy a high quality of life in an aesthetically pleasing and environmentally friendly environment.

Our natural environment is a resource that is highly valued by residents and visitors and for this reason it requires careful and efficient management to be protected for future generations.

Street trees and landscaped streetscapes are treasured assets of the City. Together with the integration of green infrastructure and protection of native vegetation, the Council is committed to enhancing environmental sustainability and green cover throughout the City. With the percentage of higher density housing steadily increasing across the City, community open space for passive and active recreation will become increasingly more important. Although the City is well provisioned with open space, the Council will continue to enhance the connection, and management, of the open space network across the City.

Environmental sustainability requires the management of resources from our natural system to ensure they are available in the long-term. The Council recognises its responsibility to protect its natural environment and has affirmed its commitment to both mitigate against, and adapt to, the adverse impacts of climate change. The Council has made significant progress in reducing the ecological footprint of the City by supporting the community through ongoing education initiatives and the implementation of climate change adaptation. Despite this, climate change continues to have impacts on the City's water resources and biodiversity.

While climate change is a global issue. It is felt locally and therefore it is important that the City of Norwood Payneham & St Peters is on the frontline of adaptation through its Resilient East initiative facilitated through the Eastern Region Alliance Partnership. Furthermore, minimising waste and increasing recycling and reuse remain important environmental priorities for the Council.

The Council will continue to work with the community and take bold action on climate change adaptation and mitigation to ensure the protection and sustainability of the City for future generations.



Environmental Sustainability

*Aspiration
A leader in environmental
sustainability*

Objective 4.1

Sustainable and efficient management of resources.

Strategy

- 4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.
- 4.1.2 Investigate and implement innovative waste reduction and education initiatives.
- 4.1.3 Employ and promote energy efficiency initiatives and renewable energy resources.
- 4.1.4 Promote the use of sustainable, active and low emission transport modes.
- 4.1.5 Improve the water quality in our City's watercourses.
- 4.1.6 Manage stormwater to reduce the risks of flooding.

Objective 4.2

Sustainable streets and open spaces.

Strategy

- 4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.
- 4.2.2 Protect, enhance and expand public open space.
- 4.2.3 Establish a network of linked open spaces for wildlife habitat.
- 4.2.4 Protect, diversify and increase green cover.
- 4.2.5 Integrate green infrastructure into streetscapes and public spaces.

Objective 4.3

Thriving and healthy habitats for native flora and fauna.

Strategy

- 4.3.1 Identify and protect existing native vegetation and enhance habitat quality.
- 4.3.2 Revegetate designated areas with local native species where appropriate.
- 4.3.3 Encourage green cover on private land.
- 4.3.4 Facilitate community participation in revegetation programs and gardening programs, where appropriate.

Objective 4.4

Mitigating and adapting to the impacts of climate change.

Strategy

- 4.4.1 Lead initiatives to reduce the City's ecological footprint and carbon emissions.
- 4.4.2 Undertake climate change adaption initiatives for our assets, public spaces, services and operations.
- 4.4.3 Support climate change adaptation and community education.

Measuring Our Success

Metric	Measurement	Target
▶ Total green cover (includes private and public land).	Record the number of new trees planted by the Council. LiDAR Analysis – Mapping Data.	Plant a minimum of 500 new trees per year in streets and/or public spaces. Aligns with 30 Year Plan for Greater Adelaide (2017 update) requiring an increase of 8% green cover in the City of Norwood, Payneham & St Peters by 2030.
▶ Corporate carbon emissions.	Carbon emissions recorded with the Trellis tool.	Zero corporate carbon emissions by 2030.
▶ The weight (tonnes) of recycled content purchased by the Council.	Council circular procurement reporting tool.	Year-on-year increase in corporate purchases of products or materials that contain recycled content.
▶ The level of community satisfaction with the Council's response to climate change.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.
▶ The level of community satisfaction with the Council's management and use of water.	Community Survey undertaken by the Council every two years.	Achieve a resident perception rating higher than the average from the previous four Council Community Surveys. Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.

▶ Macro Targets ▶ Council Targets ▶ Community Targets

Relevant Plans

[Resilient East Regional Climate Change Adaptation Plan \(2016\)](#)
[Smart City Plan \(2020\)](#)

Further Information

For information on the Council's *CityPlan 2030: Shaping Our Future*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

CityPlan 2030: Shaping Our Future can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
**Norwood
Payneham
& St Peters**