

Draft CityPlan 2030

Shaping Our Future

Update 2024



Community Well-being

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



City of
Norwood
Payneham
& St Peters

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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.

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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 draft *CityPlan 2030 – Update 2024*, which is currently on consultation, has taken into consideration the views, aspirations and ideas communicated by our community over the last four years and overlaid those with the societal changes that we have seen and are predicted to see in the future. This review has presented a timely opportunity for the new 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 continue to protect and nurture our City and our community over the next four years and beyond. The everchanging and fast paced world that we live in requires us to be resilient, agile and innovative to ensure that we keep up with the pace of rapid and at times, unpredictable change.

The draft *CityPlan 2030 - Update 2024* retains the original vision for the City and 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. For this reason changes have only been made to the Objectives and Strategies.

This update continues to highlight the Council's focus on sustainable active transport and climate change adaptation, as well as the protection of our much valued built heritage, while enabling growth in appropriate locations. As it has in the past, the Council intends to 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, work together and support our local businesses and community to ensure that our natural environment, rich built heritage, cultural diversity, community spirit and local economy are nurtured and protected for ourselves, our children and future generations.

On behalf of the Council, I would like to thank you for taking the time to review the document and share your ideas and experiences during this update of *CityPlan 2030*. The Council looks forward to working together with the community in the coming years to continue delivering this aspirational vision and making the City of Norwood Payneham & St Peters a great place to call home.

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.



- Mayor Robert Bria
- Cr Christel Mex
- Cr Claire Clutterham
- Cr Connie Granozio
- Cr Garry Knoblauch
- Cr Grant Piggott
- Cr Hugh Holfeld
- Cr John Callisto
- Cr Josh Robinson
- Cr Kester Moorhouse
- Cr Kevin Duke
- Cr Scott Sims
- Cr Sue Whittington
- Cr Victoria McFarlane

Location

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. 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.

City Plan 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 2024 update of *CityPlan 2030* will guide the direction of the Council for the next four years until the next review.

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.

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 six 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, is 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.

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 2028. These targets will be used to evaluate our success when the Council undertakes its next review.

Strategic Planning Framework

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



Our Achievements

A snapshot of achievements since 2020:

- Developed the **Patterson Reserve** Community and Recreation Precinct Masterplan.
- Completed the detailed design for the **Payneham Memorial Swimming Centre** upgrade.
- Commenced construction of a new 2.5 kilometre section of the **River Torrens Linear Park shared path** with a wider path, improved wayfinding, signage and lighting.
- Commenced the detail design for implementation of **The Parade Masterplan** which focuses on protecting the identity, appeal and sense of place of Adelaide's premier mainstreet and supporting pedestrian safety, movement and amenity.
- Completed the upgrade of the **Dunstan Adventure Playground**.
- Prepared the **Economic Development Strategy 2021-2026** to guide economic development and articulate Council's role in supporting business and economic development.
- Completed the new Clubrooms and Members Facilities at the much-loved **Norwood Oval**.
- Commenced Stages 2 & 3 of the **Trinity Valley Drainage Upgrade**.
- Upgraded the **Payneham Oval and Buttery Reserve tennis courts**.
- Upgraded **Langman Grove** to increase safety, address flooding and improve amenity.
- Implemented **water sensitive urban design** at the Marian Road Roundabout.
- Started the redevelopment of **Burchell Reserve** with new features such as multipurpose courts, improved safety and access, public toilets, playground, barbeques and park furniture.
- Made **free Wi-Fi** available at all three of Council's libraries.
- Installed a new shade shelter and barbeque facilities at **Willow Bend Reserve**.
- Began the facility upgrade of **Cruickshank Reserve** to provide a fit-for-purpose building to support tennis, netball and other recreation activities.
- Improved amenity, safety and connection through the **St Peters Street Streetscape Upgrade**.
- Prepared the **Tree Strategy 2022-2027** to support increasing tree canopy in the City.
- **Urban greening** program and native plant giveaways.
- Introduced a **shared car scheme** and e-scooter trials.
- Established a new **Arts and Culture Team** and Action Plan.
- Constructed the **Nino Solari Commemorative Path** to recognise the late cyclist's achievements and contributions.

- Prepared the **Built Heritage Strategy 2022 – 2027**.
- Developed the **Corporate Emissions Reduction Plan**.
- Hosted two **AFL Gather Round** games at Norwood Oval.
- Purchased a new **Community Bus**.
- Upgraded several **Kent Town streetscapes** with widened footpaths, trees, garden beds and street furniture.
- Converted the privately owned **Charlotte Lane** into a public road for the benefit of adjoining residents and businesses.
- Continued to install more **smart irrigation** in our parks and streets.
- Improved infrastructure and controlling erosion at the **Second Creek Outfall and along Linear Park**.
- Reduced flood risk through the **Stephen Terrace Flood Mitigation Upgrade**.
- Installed six public **electric vehicle charging stations** across the City.
- Completed Stage 2 of the **Third Creek Drainage Upgrade**.
- Delivered unisex change room facilities at **Payneham Oval**.
- Implemented Australia's first **Smart School Crossing** outside St Joseph's Memorial School.
- Ran a series of **Sustainable Home Expert Webinars** in partnership with Resilient East regional council collaboration.
- Appointed a contractor to undertake one of the biggest **flood mitigation** projects in the Council's history at Trinity Valley.

2024 Update

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.

A major mid-term review of *CityPlan 2030* was undertaken in 2020.

This 2024 update considered if adjustments were required to some of the objectives and strategies to reflect changes in the community's aspirations and broader demographic, economic, policy and societal trends.

This update has not involved 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.

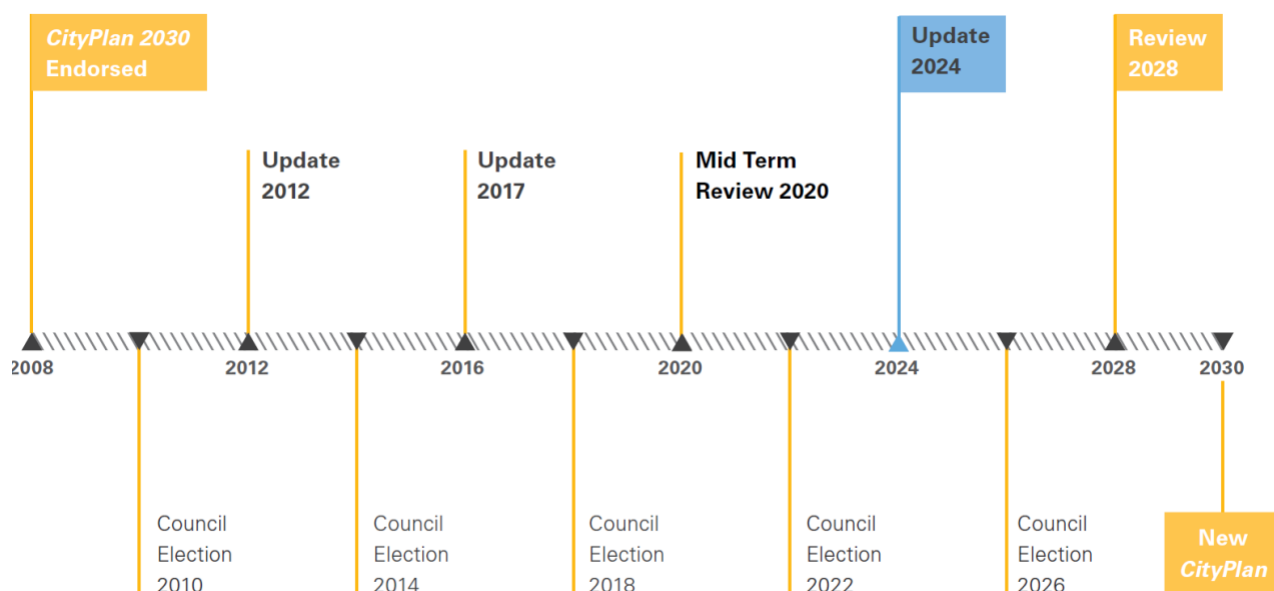
This update has taken into account trends emerging from 2021 ABS Census data and 2022 Remplan economic data, 2021 Business and Residents Surveys, and national, state and local policy.

The community and stakeholder consultation will inform the 2024 update. A summary of the consultation process and the comments received will be presented to the Council for its consideration in finalising the 2024 update to *CityPlan 2030*.

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Our Review Framework

An update of *CityPlan 2030* is undertaken every four years to ensure that the priorities continue to reflect the community's aspirations. The previous three updates of *CityPlan 2030* were undertaken in 2012, 2017 and 2020, with the next update scheduled for 2028.



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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.

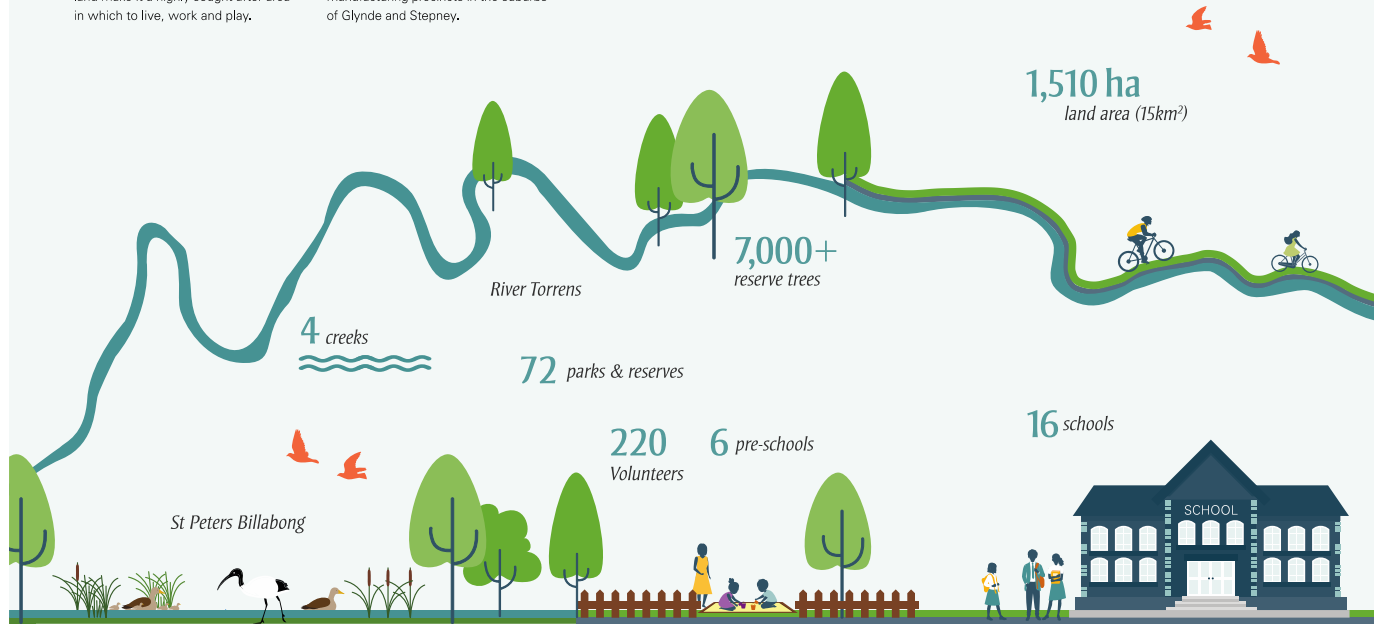
Although the City is predominantly residential, the extensive range of retail, commercial and institutional land uses, with pockets of industrial land make it a highly sought after area in which to live, work and play.

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.

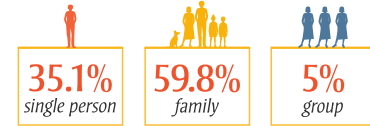
With its close proximity to Adelaide's Central Business District, the City presents as a location of choice for businesses of all shapes and sizes. It offers a hub for innovative and emerging industries, co-working spaces, food and beverage manufacturing as well as creative industries. Existing professional,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



2021 Census

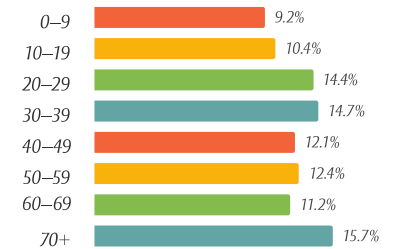
Household composition[#]



Average household[#]



Age of the NPSP population[#]



The City of Norwood Payneham & St Peters has a lower proportion of young people under 20 and a higher proportion of people over 70 compared to the average for Greater Adelaide.

Our City Today Continued

8,117
local businesses

27,821+
Workers
An increase of 32.4%
since February 2020
(during COVID-19)

78.5%
of people who work in
the City of Norwood
Payneham & St Peters live
outside the area.

171km of roads

341km of footpaths

More than 20,000
street trees

29 playgrounds

21.5%
of people who work in
the City of Norwood
Payneham & St Peters
also live in the area.

2 swimming
centres

38,005*
Residents

An increase of
5.4% from 2022

Population
forecast
40,063^
by 2036

▶ 51.5%
of dwellings are
separate houses

▶ 29.3%
are townhouses,
row/terrace houses etc.

▶ 18.6%
are flats or apartments

41 median age^{##}

170 ancestries^{##}

* ABS ERP 2022 - Profile 1D
2021 Census
+ Remplan, October 2023
^ DPTI Dec 2019 Population Projections

Top 3 Employment sectors⁺



Health care and
social assistance



Professional, scientific
and technical services



Education and Training

Our homes^{##}

The City of Norwood Payneham & St Peters offers
much greater housing diversity than the average for
Greater Adelaide.

Challenges and Opportunities 2024 and Beyond

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

Global, national and state economic, political and environmental factors continue to drive a number of changes since the mid-term review of the *CityPlan 2030* that was undertaken in 2020. 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 consider 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* 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.

Population Growth and Urban Infill

Greater Adelaide's population is growing, with the City of Norwood Payneham & St Peters' population estimated to increase from 38,005 people currently to 40,063 by 2036.

A review of regional planning documents is currently underway by State Government. With Urban infill proposed as a key way to sustainably accommodate some of the growth across Greater Adelaide. This includes in inner rim Cities such as ours. One of the biggest challenges for the Council over the next 10 years will be accommodating the projected growth while also protecting and retaining the built heritage of our City, which reflects the City's history and culture.

The City of Norwood Payneham & St Peters is working with the State Government to identify how our Council area can contribute to the State's growth goals, whilst retaining what matters most to our community and protecting what makes our City great.

Ageing population

In many areas across Australia, including our City, the population is ageing. Our City has a growing number of older people and its important that we plan to ensure our City provides what people need to age well. We need to consider that people have different requirements and expectations as they age compared to previous generations. The City of Norwood Payneham & St Peters is working to ensure there is appropriate

housing, facilities and programs that support people to age in place and to continue to actively participate in City life.

Housing and Liveability

Australia is currently facing a housing shortage, where the demand for housing is exceeding the current supply. Home ownership is increasingly difficult to achieve, and rents are increasing, with vacancy rates around Australia at an all-time low. Coupled with rapid increase in the cost of life's essentials, more and more households are finding themselves allocating a greater proportion of their income to life's essential costs, resulting in less disposable income.

A place to call home is a fundamental right and we all need to be able to afford what we need to stay well and prosper. The City of Norwood Payneham & St Peters is committed to advocating for and facilitating a range of affordable housing options and to providing free or low-cost services, events and programs that support 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

As fuel prices and concerns about carbon emissions rise and homes are designed with fewer or no off-street car parking spaces, more and more people are turning to alternative forms of transport including walking, cycling and public transport to get around. The trend is also placing more pressure on the street network for car parking with an increased expectation for high quality cycling and walking networks.

The City of Norwood Payneham & St Peters is committed to creating safe and attractive streets that encourage people to walk or cycle to the City's many nearby shops, services and facilities; and to explore other options such as car share or e-scooter schemes.

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 to introduce initiatives to mitigate the effects as much as possible, while also identifying opportunities to reduce its contribution to climate change.

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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:

<u>Service Provider</u>	Provide a range of local services, programs and infrastructure for our community.
<u>Advocate</u>	Be a voice for our community on broader issues.
<u>Partner/Collaborator</u>	Partner and collaborate with the community, other levels of government and the private sector to deliver.
<u>Facilitator</u>	Bring together and connect stakeholders with a common purpose to achieve an outcome.
<u>Leader</u>	Play a lead role by providing direction and solutions on community 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.

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City Plan 2030 Shaping Our Future



Outcome 1 Social Equity

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 38,000 residents, the City has experienced a small but steady increase in its population and is predicted to continue to grow over the next twelve 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 residents born in Australia, India, China, Sri Lanka, England, Brazil and Nepal. There has been a recent decrease in the number of people born in Italy.

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 wellbeing 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.

Social Equity

<p>Objective 1.1</p>	<p>Convenient and accessible services, information and facilities.</p>	<p>1.1.1 Establish community hubs that integrate social support, health, recreational and commercial services, in multi-purpose spaces.</p> <p>1.1.2 Ensure Council places, services, facilities, information and activities are inclusive and accessible to people of all abilities.</p> <p>1.1.3 Design and provide safe, high-quality facilities and spaces for all people.</p> <p>1.1.4 Expand the availability of free Wi-Fi in Council facilities and public places.</p> <p>1.1.5 Ensure Council facilities, services, programs and events are well promoted.</p>
<p>Objective 1.2</p>	<p>A people-friendly, integrated and sustainable transport network.</p>	<p>1.2.1 Provide pleasant, safe, accessible, green and well signed walking and cycling routes.</p> <p>1.2.2 Provide community transport to support people to participate in community life.</p> <p>1.2.3 Work with other agencies to influence or provide improved and integrated sustainable and active transport networks.</p> <p>1.2.4 Provide appropriate traffic and parking management to enhance residential amenity and support business.</p>
<p>Objective 1.3</p>	<p>An engaged and participating community.</p>	<p>1.3.1 Promote and facilitate volunteering opportunities in the community and within the Council.</p> <p>1.3.2 Provide opportunities for community input in decision-making and program development.</p> <p>1.3.3 Recognise and use the skills, knowledge and resources of the community.</p> <p>1.3.4 Facilitate community support networks and partnerships for the sharing of resources and skills in order to build community capacity.</p> <p>1.3.5 Inform and connect new residents to the community and its resources.</p>

Objective 1.4	A strong, healthy, resilient and inclusive community.	<p>1.4.1 Encourage physical activity and support mental health to achieve healthier lifestyles and well-being.</p> <p>1.4.2 Encourage and provide opportunities for lifelong learning.</p> <p>1.4.3 Provide spaces and programs for people to meet, share knowledge and connect with each other.</p> <p>1.4.4 Facilitate a range of housing options to assist in maintaining social and cultural diversity and affordability.</p>
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Relevant Plans

- Access & Inclusion Strategy (2018–2022)
- 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)

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.	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating higher than the average from the previous four Council Community Surveys.</p>
	The level of community satisfaction with the access to services and facilities	Community Survey undertaken by the Council every two years.	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating higher than the average from the previous four Council Community Surveys.</p>

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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 China, England, Italy, India, Malaysia and many other countries around the world.

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

<p>Objective 2.1</p>	<p>An artistic, creative, cultural and visually interesting City.</p>	<p>2.1.1 Use the arts to enliven public spaces and create a ‘sense of place’.</p> <p>2.1.2 Provide opportunities and places for creative expression for all people.</p> <p>2.1.3 Attract and support cultural and creative organisations, businesses and individuals.</p>
<p>Objective 2.2</p>	<p>A community embracing and celebrating its cultural diversity and heritage.</p>	<p>2.2.1 Acknowledge, protect and celebrate local Aboriginal heritage.</p> <p>2.2.2 Work with cultural groups to support cultural inclusion and opportunities for cultural expression and celebration.</p> <p>2.2.3 Promote understanding of and respect for our cultures and heritage.</p> <p>2.2.4 Reflect our City’s culture in the design of Council places.</p>
<p>Objective 2.3</p>	<p>A City which values and protects built heritage.</p>	<p>2.3.1 Protect, enhance and share the history of our City’s built heritage places, character areas and streetscapes.</p> <p>2.3.2 Promote the value of built heritage protection.</p> <p>2.3.3 Encourage innovative architecture and design that complements our City’s built heritage and character areas.</p>
<p>Objective 2.4</p>	<p>Pleasant, well designed and sustainable neighbourhoods.</p>	<p>2.4.1 Encourage sustainable and quality developments and urban design outcomes.</p> <p>2.4.2 Facilitate a mix of land uses in appropriate locations in balance with amenity and character.</p> <p>2.4.3 Maximise the extent of green landscaping provided in new development and in the public realm.</p> <p>2.4.4 Deliver neighbourhood improvements in partnership with the community.</p>
<p>Objective 2.5</p>	<p>Dynamic community life in public spaces and precincts.</p>	<p>2.5.1 Create and provide interesting and vibrant public spaces to encourage, interaction and gatherings.</p> <p>2.5.2 Host and facilitate community events and activities.</p> <p>2.5.3 Provide features or experiences in public spaces, that surprise, encourage reflection or celebrate our community and heritage.</p>

Relevant Plans

- Arts and Culture Plan (2024-2027)
- Kent Town Public Realm Manual Kent Town Urban Design Framework
- Open Space Strategy (2003)
- Playgrounds Strategy (2006)
- Smart City Plan (2020)
- Built Heritage Strategy 2022-2027
- Youth Development Strategy 2022-2025
- Live Music Policy

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.
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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 to the diversity and growth of 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 approximately 8,100 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.

Economic Prosperity

<p>Objective 3.1</p>	<p>A diverse range of businesses and services.</p>	<p>3.1.1 Support and encourage local small, specialty, independent and family-owned businesses.</p> <p>3.1.2 Broker relationships to encourage new businesses to locate in our City.</p> <p>3.1.3 Foster emerging industries that support the local economy and community.</p>
<p>Objective 3.2</p>	<p>Cosmopolitan business precincts contributing to the prosperity of the City.</p>	<p>3.2.1 Retain, enhance and promote the unique character of all our City’s business precincts.</p> <p>3.2.2 Retain commercial and industrial land in appropriate locations, and protect it from the encroachment of incompatible land uses.</p> <p>3.2.3 Promote the City as a visitor and shopping destination.</p> <p>3.2.4 Masterplan our main streets.</p>
<p>Objective 3.3</p>	<p>An attractive and supportive City for business and new enterprise.</p>	<p>3.3.1 Provide an “easy to do business with” and supportive experience for businesses, organisations and social enterprises.</p> <p>3.3.2 Provide a quality public realm and infrastructure that supports businesses.</p> <p>3.3.3 Provided spaces for people, business and organisations to collaborate.</p> <p>3.3.4 Promote and support local food and beverage manufacturing.</p>
<p>Objective 3.4</p>	<p>A local economy supporting and supported by its community.</p>	<p>3.4.1 Retain accessible local shopping and services.</p> <p>3.4.2 Encourage businesses to sponsor local community activities.</p> <p>3.4.3 Encourage the community to shop locally and try local services and products</p>

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 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

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

<p>Objective 4.1</p>	<p>Sustainable resource use and management.</p>	<p>4.1.1 Make better use of water resources including the harvesting and re-use of stormwater.</p> <p>4.1.2 Employ and promote energy efficiency initiatives and renewable energy resources.</p> <p>4.1.3 Promote the use of sustainable, active and low emission transport modes.</p> <p>4.1.4 Improve the water quality in our City's watercourses.</p> <p>4.1.5 Manage stormwater to reduce the risks of flooding.</p>
<p>Objective 4.2</p>	<p>Generous tree canopy, and sustainable streets and open spaces.</p>	<p>4.2.1 Improve the amenity and safety of streets for all users including reducing the impact of urban heat island effect.</p> <p>4.2.2 Protect, enhance, expand and link public open space.</p> <p>4.2.3 Protect, diversify and increase tree canopy and greening on Council land and streets.</p> <p>4.2.4 Encourage the protection of trees and greening on private land.</p> <p>4.2.5 Integrate green infrastructure into streetscapes and public spaces</p>
<p>Objective 4.3</p>	<p>Thriving and healthy habitats for native flora and fauna.</p>	<p>4.3.1 Identify and protect existing native vegetation and enhance biodiversity habitat quality.</p> <p>4.3.2 Revegetate designated areas with local native species, including understorey plantings, where appropriate.</p> <p>4.3.3 Provide opportunities for community participation in biodiversity education, revegetation and gardening programs.</p> <p>4.3.4 Link key open spaces with corridors for wildlife habitat .</p>
<p>Objective 4.4</p>	<p>Mitigating and adapting to the impacts of climate change.</p>	<p>4.4.1 Implement initiatives to reduce Council's operational carbon footprint and emissions.</p> <p>4.4.2 Improve the resilience of our assets, facilities, public realm, services and operations to climate change</p> <p>4.4.3 Educate and support community and business to reduce carbon emissions and increase their resilience to climate change.</p>

Objective 4.5	Reduce waste to landfill and promote the circular economy	<p>4.5.1 Reduce resource consumption and waste generation in the City.</p> <p>4.5.2 Investigate and implement innovative waste reduction and education initiatives for business and community.</p> <p>4.5.3 Adopt and encourage the use of recycled products.</p>
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Relevant Plans

- Tree Strategy 2022-2027
- Resilient East Regional Climate Change Adaptation Plan (2016)
- Smart City Plan (2020)
- City-Wide Cycling Plan (2013)
- Corporate Emissions Reduction Plan 2020-2030
- Biodiversity Strategy 2006-2016

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. 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.

	<p>The level of community satisfaction with the Council's response to climate change.</p>	<p>Community Survey undertaken by the Council every two years</p>	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.</p>
	<p>The level of community satisfaction with the Council's management and use of water.</p>	<p>Community Survey undertaken by the Council every two years.</p>	<p>Achieve a resident perception rating higher than the average from the previous four Council Community Surveys.</p> <p>Achieve a business perception rating greater than higher than the average from the previous four Council Community Surveys.</p>

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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
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials  /cityofnpsp  @cityofnpsp



City of
**Norwood
Payneham
& St Peters**