

# Developing an urban greening strategy for metropolitan Adelaide

**STAGE 1:** Scoping and early engagement summary





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## Background

Green Adelaide has been tasked by Parliament with delivering an urban greening strategy for metropolitan Adelaide:

*“Develop a comprehensive strategy to increase tree canopy and reduce hard surfaces (led by GreenAdelaide) in collaboration with local government and local communities to create healthy and diverse urban forests across metropolitan Adelaide with the aim to, at a minimum, meet the urbangreen cover targets of the 30 Year Plan for Greater Adelaide along with a particular focus on areas identified as being most vulnerable to heat stress.” – Motion passed (17 February 2021)*

The strategy will pull together and build on existing work, draw on new and existing knowledge, and importantly, coordinate and scale-up urban greening work already underway by many different stakeholders across the region.

## A staged collaboration approach

The scoping and early engagement phase of the strategy – **Stage 1 – is now complete**. This report outlines the outcomes of this work.

**Stage 2** will involve cross-sector collaboration to develop the strategy together. The process will be coordinated by Green Adelaide and overseen by a Government Leadership Group.

In **Stage 3**, broader public consultation will be undertaken to test the draft strategy. Following formal approvals, prospective implementation partners will be invited to endorse the strategy.



## Scope of Stage 1

In 2021, Green Adelaide commissioned Jen St Jack to undertake the Stage 1 scoping exercise which included a:

1. **Literature review** of the local context, relevant guidance, and best practice strategies
2. **Practitioner survey** of diverse organisations with a role or interest in urban greening, covering stakeholder mapping, priority challenges, opportunities and outcomes, and input on the preferred type of strategy (127 respondents from over 65 organisations)

This document summaries the outcomes of the above documents and the resulting **key considerations** for the scale and scope, content and method for the development of the strategy.

## Method

The **literature review** involved a search and scan of over 200 websites and publications of key stakeholders, other jurisdictions, and leading bodies to identify relevant local context, guidance and case studies. The literature review contains the following components:

1. **Urban greening definitions** – Discussion of aligned terms and the need for a clear definition
2. **Local context** – Summary of existing enablers (strategies, initiatives, groups etc.), including any strategic actions relevant to developing an urban greening strategy, categorised under: Green Adelaide, international, national, State Government, local government, NGOs, peak bodies and industry, research and bridging organisations, and community.
3. **Available guidance** – Key references/overview of the guidance as it relates to multi-stakeholder governance, solving complex problems, and metropolitan-scale urban greening planning.
4. **Case studies** – Urban greening case studies that are considered to be leading practice or that involve collaboration across jurisdictions and stakeholders.

The **practitioner survey** was open from 29 July to 16 August 2021, via Survey Monkey. There were 127 respondents, representing at least 65 organisations. The target audience ranged from arborists to engineers to designers to sustainability officers to planners to policy makers, from people looking after our local parks to those managing grey-green infrastructure interactions, from people engaging the community to those influencing legislative changes. The survey was for practitioners in State Government, local government, NGOs, the private sector, and academia – not the wider community.

The aims of the survey were to:

- Expand on the stakeholder mapping in the literature review, to better understand who is operating in this space, what they are doing, and what specific opportunities they may have to partner with Green Adelaide in the future
- Prioritise what the strategy should focus on (out of the challenges, opportunities and outcomes identified in previous processes), by hearing from as diverse a set of voices as possible
- Seek stakeholder input on what kind of strategy is needed.

## Summary of findings from literature review and survey

### **There are many stakeholders with a role in urban greening.**

The literature review and survey identified an extensive and diverse list of over 120 stakeholders and stakeholder group types that are involved in urban greening in Adelaide, and it is likely there are more. They all have an influence, but are not necessarily working towards the same goals. They include:

- 23 State Government groups
- 23 local government groups
- 15 bridging organisations/partnerships
- Warpulai Kumangka Advisory Group
- 8 industry peak bodies
- 8 research groups
- 5 utilities
- 12 NGOs
- 6 community engagement groups
- At least 9 community group types
- At least 11 urban greening businesses  
*(only the businesses named in the survey responses were counted – there may be many more)*

This long list of stakeholders will have valuable insights from diverse perspectives on the challenges and how to address them – but they may not all seek to play a direct role as a formal partner. There may be a shorter list of core stakeholders to involve as formal partners in the strategy.

**Stakeholders have achieved a lot in recent years, and have a clear future focus on working towards canopy cover targets, increasing private realm planting, WSUD and biodiversity.**

Respondents to the practitioner survey identified the following focus areas for their recent achievements and planned activities:

| Most commonly cited recent achievements   | Key messages about future plans   |
|---|---|
| Planting trees, or planting more trees than before – 25% of responses<br>Engaging the community, through education, on-ground action and/or incentives – 19%<br>Advocating for change – 13%<br>Improving biodiversity – 11%<br>Undertaking canopy and/or heat mapping – 11% | There is clear support for working towards agreed canopy cover targets – including understanding where the opportunities are to increase greening, and the scale and type of actions needed to meet targets<br><br>Working with the community to increase planting in the private realm will be a key future focus<br><br>WSUD and BSUD/biodiversity remain areas of focus for urban greening |

**Strategic commitments have been made to improve urban greening at State and local levels, but there is value in developing a cohesive, overarching strategy for metropolitan Adelaide.**

The State Government has made a number of urban greening commitments across multiple strategies, plans and policies:

- Green Adelaide’s [Regional Landscape Plan](#) – includes commitments to ‘increase the extent and quality of urban green cover’, ‘build industry and community capacity to design cooler, greener and biodiverse infrastructure’, and ‘inspire communities to value, connect with, and care for nature’.
- The [30-Year Plan for Greater Adelaide \(2017 Update\)](#) – policy and targets to increase canopy cover by 20% by 2045, and to increase the percentage of residents living in walkable neighbourhoods by 25% by 2045 (including a criteria for public open spaces >4,000m<sup>2</sup> within 400m / 5-minute walk).
- The new [Planning and Design Code](#) requirement for tree planting and minimum landscaped areas in residential infill developments (or payment into a [tree planting off-set scheme](#)).
- New requirements in the [transport planning master specification](#) for green infrastructure assessments and concept plans during each stage of an infrastructure project.
- The [Quality Green Open Space Action Plan 2020-2022](#) under [Healthy Parks Healthy People \(2021 Update\)](#) – includes commitments to incorporate the [Quality Green Open Space Principles](#), map green open space, build the evidence base, build industry capability, and engage the community.

- The [South Australian Government Climate Change Action Plan 2021–2025](#) – includes commitments to ‘Identify strategic opportunities for urban greening in metro Adelaide’, ‘Develop improved policies, tools and guidance for the new planning system to achieve greener and cooler neighbourhoods’ and ‘Increase implementation of green infrastructure through capacity building and incentives’. There are also specific sub-actions led by Renewal SA and the Department for Infrastructure and Transport to increase green infrastructure uptake in urban renewal and infrastructure projects.
- The [Climate Change Science and Knowledge Plan](#) – includes commitments for coordinated collection and publication of climate-related knowledge, such as heat and canopy cover maps and optimised water application for greening and cooling.
- The Department for Infrastructure and Transport’s [Green Infrastructure Commitment](#) (2021).

At the **local government level**, most metropolitan councils have a strategic direction for trees. As of June 2021, nine of the twenty metropolitan councils<sup>1</sup> (45%) had a tree or urban forest plan. Nine (45%) had a target for increasing tree canopy, or the number of trees planted. Five (25%) matched the 30-Year Plan target, and others mention the target as part of their strategic context.

**Stakeholders have been active in determining the remaining barriers and opportunities.**

Numerous in-depth conversations have been held in recent years to identify the challenges and possible solutions to greening metropolitan Adelaide, including through the strategy development referred to above and:

- Green Adelaide’s Practical Greening Strategies sub-group
- The Parliamentary Natural Resources Committee’s inquiry into Urban Green Spaces
- The planning reforms and development of the [Planning and Design Code](#)
- Development of the draft [Walking Plan](#) and [Urban Water Directions](#)
- Resilient East’s [Creating More Space for Trees](#) research project
- The LGA’s [independent inquiry into management of trees on public land](#)
- The Green Infrastructure Project, led by the Botanic Gardens of SA
- Advocacy efforts since 2019 led by the Conservation Council SA (including the Australian Institute of Landscape Architects, Environmental Defenders Office, National Trust South Australia, Nature Conservation Society of South Australia, TreeNet and Trees for Life), including the release of [A Call to Action: Protecting Adelaide's tree canopy](#)
- Engagement on the [Which Plant Where](#) research project, led by Macquarie University
- A recent forum led by Adelaide University’s Environment Institute.

These processes are in addition to ongoing conversations and advocacy, both informal and formal, through partnerships (like the [Regional Climate Partnerships](#) and [Healthy Parks Healthy People](#)), peak bodies (like the [Australian Institute of Landscape Architects](#) and [Local Government Association of SA](#)) and bridging organisations (like [TreeNet](#) and [Water Sensitive SA](#)).

Green Adelaide acknowledges and values this important body of work, and will seek to build on it.

The increasing stakeholder engagement and advocacy on the subject of urban greening, from the grassroots all the way up to Parliament, demonstrates there is demand for a metropolitan-wide strategy. What has been missing is a way for these conversations, recommendations and potential partnership opportunities to be brought together and translated into a cohesive, actionable strategy at

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<sup>1</sup> Including Mount Barker, Gawler and Adelaide Hills.

the metropolitan scale. And importantly, a platform to develop and deliver the strategy together.

**When asked to prioritise the issues, stakeholders focused on urban development.**

In the survey, practitioners were asked to prioritise key barriers and opportunities that were identified through the recent processes mentioned above.

The top barriers and opportunities are linked to urban development (housing and infrastructure). Survey respondents identified that urban infill – particularly the practice of clearing and levelling development sites from boundary to boundary – was resulting in huge losses of mature trees, and that the planning rules and tree protections are insufficient to curb this loss, or provide for replacement vegetation. There was a strong message that green and blue infrastructure needs to be considered at the same level, and with the same investment, as grey infrastructure.

| Top-ranked barriers   | Top-ranked opportunities   |
|---|--|
| True economic value is not considered in retention/removal decisions                | Improve Planning and Design Code and significant tree legislation            |
| Developer/builder/demolisher behaviours   | Reflect true economic value of trees in removal fees and government spending |
| Tree protections are not strong enough  | Reflect true value of urban greening in policy, planning and practice        |
| Loss of mature trees is outpacing growth of new trees                               | Strengthen high-level leadership   |
| Insufficient development rules to support vegetation, soil and water infrastructure |  |

**Stakeholders want a bold change agenda to make our city climate resilient.**

Practitioners had a clear preference for the strategy’s main outcome to be making our city climate resilient. Cooler suburbs, biodiversity and liveability followed, closely ranked.

**The majority of practitioners (70%) want the strategy to have a bold change agenda.**

When asked about what success would look like, practitioners identified:

- Meeting our green cover targets (30-Year Plan or higher), with mature trees protected and new trees planted
- Community valuing trees and other vegetation as an asset and choosing to protect them
- Green and blue infrastructure valued on par with, or ahead of, grey infrastructure, with their true value embedded into financial models as appreciating assets
- “A tree in every backyard and a tree in the street for every house”.





## **Stakeholders want a multi-sector strategy.**

There are existing collaborative frameworks that are already working well within sectors, disciplines, and for specific parts of the urban greening picture in Adelaide. These include:

- **Policy collaboration** – Health Parks Healthy People (DEW, Health & Wellbeing, DIT, AILA, AGD-PLUS, ODASA) (*State Government, public green space*)
- **Practice collaboration** – Regional Climate Partnerships (17 metro councils, Green Adelaide, DEW, canopy mapping with AGD-PLUS) (*local and State Government, climate*)
- **Advocacy collaboration** – A Call to Action (Conservation Council SA, AILA, Environmental Defenders Office, National Trust South Australia, Nature Conservation Society of South Australia, TreeNet and Trees for Life) (*NGOs, urban greening*)
- **Bridging research and practice** – Water Sensitive SA (*cross-sector, WSUD*), TreeNet (*cross-sector, trees*)
- **Networked learning** – LG Urban Forest Alliance (*council, trees*), Environmental Sustainability Network (*council, environment*), Adaptation Practitioners Network (*cross-sector, climate*).

However, there is no all-sector platform to collaborate specifically on urban greening across metropolitan Adelaide. Reflecting this gap, and demonstrating the local skillset in and demand for collaborative action, **stakeholders had an overwhelming preference for a multi-sector strategy (82%)**. This translated as:

- Everyone working together effectively and proactively through ongoing dialogue
- A greater sense of unity, collaboration, governance and investment around a long-term goal
- Decision-makers being serious that there is a real problem
- Green Adelaide taking an active role in leading and coordinating the discussion.

## **Stakeholders sent a clear message about Green Adelaide's potential roles.**

When asked about opportunities for Green Adelaide to support their work, the clearest messages were about the role Green Adelaide could play to support stakeholder efforts, including:

- **Fill the leadership gap** by facilitating cross-sector dialogue and raising the profile of urban greening as a priority
- Drive strategic alignment and uptake of urban greening **across State Government**, including on State Government land (e.g. transport, education, Renewal SA sites) and in State legislation and policy (e.g. significant trees and planning policy)
- Take the lead on **addressing shared knowledge gaps** (e.g. ongoing canopy and heat mapping) and assist in **building capability** across sectors (e.g. education, support for bridging organisations)
- Play a leading role in **engaging with the community** to shift perceptions and action, including through developing evidence-based messages, incentives, and initiatives like National Park City.

## **A platform is needed to bring multiple sectors together to work towards a common goal.**

Green Adelaide could fill the leadership gap by providing a platform to bring multiple sectors together to work towards a common goal. This could allow for genuinely collaborative strategy development and delivery, while honouring and better enabling the existing frameworks.

The literature review identified three potential governance approaches that appear to resonate with the local context and the preferences and ambition expressed by practitioners:

- **Collective impact** – A clear framework with the potential to cut through the complexity of Adelaide’s urban greening governance. It has five core conditions, each of which should be co-defined or at least agreed to by the group: a common agenda, shared measurement, mutually reinforcing activities, continuous communication and backbone support.
- **Greening the West** – Ten-years strong, this 38-partner alliance and collaborative forum led by a multi-disciplinary steering committee has won six awards and been recognised as world-class collaborative action on greening. Covering the western suburbs of Melbourne, it is the only region of Melbourne where canopy cover is increasing.
- **Living Melbourne** – In 2019, this partnership delivered what is considered a globally leading metro-wide urban greening plan. The plan was delivered following a two-year process to build the evidence base (in an accompanying Technical Report), and included a Senior Reference Group, Technical Advisory Group and four major workshops.

These approaches could be explored further and tailored to meet the needs of the group, including by exploring how to address the two top-ranked mechanisms for working together that were identified in the survey – ‘networked collaboration’ and a ‘co-investment framework’.

As the strategic lead, Green Adelaide will consult with potential core delivery partners to design the governance framework and methodology for developing and implementing the strategy, while clearly setting out and communicating any constraints.

The structure and methodology could include, for example:

- A multi-sector steering committee or government leadership group
- Thematic partnerships and/or working groups aligned around key topics or priority opportunities for action
- A series of stakeholder workshops, including, for example, setting a shared vision, establishing the evidence base, and developing outcomes and targets
- An ongoing facilitated network for communication, shared measurement and showcasing, to keep the strategy alive and respond to emerging issues and opportunities.

### **There are three main models for urban greening strategies.**

Some of the available models for an urban greening strategy include:

- **Strategic plan** with common goals and a shared vision that stakeholders can get behind and work towards in their own way (e.g. Living Melbourne)
- **Detailed action plan** with responsibilities and timeframes assigned (e.g. Canberra’s Living Infrastructure Plan)
- **Spatial or master plan** indicating the priority locations for greening investment based on a selection of performance criteria (e.g. Sydney’s Green Grid).

A spatial plan could be an action under the strategic plan, but it would not address all of the barriers, opportunities and outcomes identified as priorities by practitioners.

Some practitioner feedback indicated that an action plan with assigned parties and timeframes is not suitable for a multi-sector approach, as State bodies assigning actions to non-state bodies would not be palatable. However, there are benefits to having specific project-level initiatives and timing identified.



While there was broad practitioner support for a strategic plan, there were mixed feelings about how effective it could be without an ongoing platform for better working together. In terms of the desired 'depth' of the document, at one end stakeholders thought Green Adelaide should "Keep it simple", while at the other they said, "Do not develop another 'brochure' as a plan".

### **There are some key ingredients to an urban greening strategy.**

To summarise the available guidance and practitioner feedback, a multi-sector, metropolitan-wide urban greening strategy could include:

1. **Where we are now:** define urban greening, describe the historical context and the trends and pressures affecting urban greening, analyse current status and future potential for greening, and outline the administrative and policy framework
2. **Where we want to be:** set a clear and indisputable vision that makes the 'why' clear, and secure commitment of stakeholders to work together towards a set of common goals and targets
3. **Why we want to get there:** provide evidence of the need for and benefits of urban greening, including cost-benefit analyses and community aspirations
4. **What we'll do:** outline strategic actions, which may cover protection, planting, maintenance, community and industry engagement (including education, inspiration and incentives), policy and legislative changes, resourcing, etc. Include quick wins and longer-term initiatives.
5. **How we'll do it:** map out the framework for coordinated collective action, including: clear roles and responsibilities (including those of Green Adelaide); a platform for ongoing dialogue and prioritised co-investment; and shared measurement and evaluation.

### **Setting a clear boundary around the scale and scope will be an important early step.**

Urban greening strategies can vary in scale, duration and type. They are most commonly developed at the municipal scale, reflecting a local government's role as steward of street trees, local parks, coasts and stormwater systems, and as the level of government closest to the community. It is comparatively unusual to set an urban greening strategy for a metropolitan area that involves the jurisdiction of multiple state government agencies and local governments – and even more so to extend this collaboration to other sectors. It has been done though, with Living Melbourne released in 2019, endorsed by 41 partners, and considered a world-leading approach.

When setting out to develop a multi-sector, metro-wide urban greening strategy, it will be important to establish a clear boundary around the scope and scale of the work. Setting the boundary will provide clarity for stakeholders and help to focus efforts. Factors to consider include defining urban greening in the context of the strategy, defining the strategy's geographical area, determining whether it will include greening on private land or not, setting a timeframe, establishing who the core partners might be, and determining the level of collective ambition in light of collective constraints and opportunities.

To provide one example, the definition of urban greening can vary widely. It is most commonly said to involve all the vegetation, soils and water in urban areas, which provide benefits to people, nature and our economy. Urban greening can be found in residents' front and backyards, on our verges, along major roads and train lines, in parks (from local pocket parks to National Parks), in playgrounds and sport fields, in community and market gardens, along our coasts, lakes, rivers and creeks, in natural and artificial wetlands, in managed forests, in raingardens, and on green walls and roofs. Urban greening is "of vital importance to the health, wellbeing, resilience and productivity of urban areas" and "can be broadly interpreted across different stakeholders" (Natural Resources Committee, 2021).

## Key considerations for developing the strategy

The following are some of the key considerations for Green Adelaide to discuss with core stakeholders on the appropriate scale, content and methodology for developing an urban greening strategy for metropolitan Adelaide.

### Scale and scope

1. **Define urban greening** – There is no nationally agreed definition of urban greening. Multiple terms, including ‘urban green infrastructure’ and ‘urban forests’ are in use, with very similar meanings. Standards Australia is currently developing a consistent terminology for Urban Green Infrastructure, but until that is available (expected in March 2023), we need a definition to progress this strategy. Based on the literature review and our strategic context (including the State Government’s current development of Urban Water Directions), we propose the following definition, and list of urban greening types.

**Urban greening is the conservation, restoration or creation of green infrastructure, including trees and vegetation in and around urban areas that benefits people, nature and our economy, and the soils and water needed to support it.**

Urban greening types include:

- **Private greening** – residential front and backyards, commercial car parks, market gardens, urban renewal projects
- **Streetscapes and transport corridors** – street trees, verges, rain gardens, swales, and major road, rail, tram and O-Bahn corridors
- **Green and blue corridors** – coastlines, lakes, rivers, creeks, natural and managed wetlands
- **Urban parks** – local parks, playgrounds, sportsgrounds, community gardens, conservation areas, managed forests
- **Green roofs, walls and facades.**



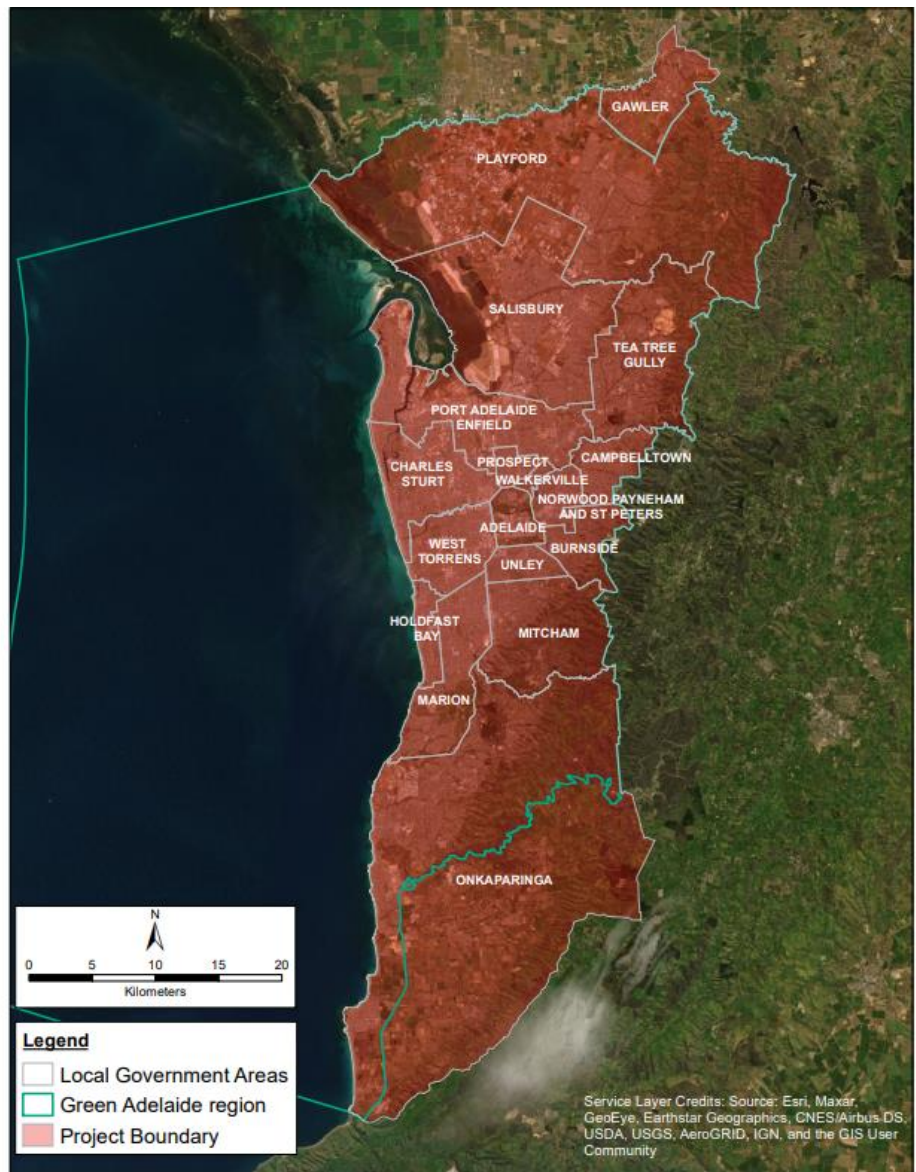
Clockwise from top left: Private greening (credit Peter Hoare), streetscapes and transport corridors (The Advertiser), green and blue corridors (City of Norwood, Payneham and St Peters), urban parks (Kids in Adelaide), green roofs, walls and facades (City of Adelaide)



2. **Define metropolitan Adelaide** – There are at least five relevant spatial definitions of metropolitan Adelaide in use, including the Greater Adelaide Capital City Statistical Area – ABS, the extent of data for the existing 30-Year Plan canopy target (all of 19 LGAs), GAROC membership (all of 19 LGAs), the Green Adelaide boundary (all or parts of 17 LGAs), and the boundary of the planned 2022 LiDAR recapture (all of 18 LGAs).

**We propose to use the boundary of the planned 2022 LiDAR recapture as this strategy’s geographic boundary (see map).**

This includes all of the 18 LGAs of: Adelaide, Burnside, Campbelltown, Charles Sturt, Gawler, Holdfast Bay, Marion, Mitcham, Norwood Payneham & St Peters, Onkaparinga, Playford, Port Adelaide Enfield, Prospect, Salisbury, Tea Tree Gully, Unley, Walkerville and West Torrens. This represents the most urbanised LGAs in the region, and ensures we are able to track progress from a baseline and pursue spatial prioritisation of investment.



- An alternative option is to use the 30-Year Plan for Greater Adelaide definition of metropolitan Adelaide (all or parts of 23 LGAs), which would include growth areas and peri-urban townships. It would add all of the Mount Barker and Adelaide Hills LGAs, and parts of the Barossa, Light and Adelaide Plains LGAs. However, spatial data to support decision-making is currently lacking in these areas. Of course, the principles and many of the proposed changes may apply equally to urban LGAs outside of the proposed boundary. Green Adelaide welcomes contributions to this strategy from other interested councils. The boundary will be discussed further through the consultation process.
3. **Include private land** – The survey results found that the top barriers and opportunities for improving urban greening are linked to urban development. Survey respondents identified that urban infill – particularly the practice of clearing and levelling sites boundary to boundary – was resulting in huge losses of mature trees, and that current planning rules

and tree protections are insufficient to curb this loss, or provide for replacement vegetation.

4. **Set a long-term timeframe** – There is strong practitioner support for a long-term strategy. This is logical, given the focus on urban development and the long growing times associated with trees. We propose that **the strategy’s timeframe aligns with the 30-Year Plan for Greater Adelaide target for increasing canopy cover by 2045** (subject to the 30-Year Plan’s 2022 review). The strategy should also include more frequent reviews or staged targets at least every five years.
5. **Explore a multi-sector strategy** – 82% of practitioners want multiple sectors to be involved in delivering the strategy, including State Government agencies, local government, Kaurana, utilities, NGOs, industry, research bodies and the community. Having a mechanism for cross-sector collaboration is seen as a critical missing link in urban greening efforts. Core stakeholders will need to explore how this would practically work, confirm their intent to work together, and define roles and responsibilities.

Overwhelming preference for a multi-sector strategy (82%) with a bold change agenda (70%)

In line with the Parliamentary motion, **Green Adelaide will lead the development and coordinate implementation of the strategy and the Minister for Climate, Environment and Water will give the final approval.** The proposed endorsement process will draw on the experience of Living Melbourne<sup>2</sup>, and invite **interested organisations to endorse the final strategy** – including its vision, outcomes and high-level actions. **A collaboration and co-investment framework is proposed to be developed with partners alongside the strategy.**

6. **Establish a draft common mission** – 70% of practitioners want a bold change agenda, which was defined in the survey as going beyond the 30-Year Plan targets and creating substantial new space for trees. Practitioners said to be visionary and aim high in order to drive action, even if we don’t reach goal. Core stakeholders will need to further explore whether this can be practically achieved, and how (including identifying major constraints and opportunities).

**We propose to adopt the 30-Year Plan target of a 20% increase by 2045, noting this target will be reviewed as part of developing the new Regional Plan for Greater Adelaide in 2022.**

**We also propose that a working group determine a draft suite of additional targets and/or indicators for consideration by partners,** which

**When asked about their vision for urban greening in Adelaide, Practitioner Survey respondents said success would be:**

- Meeting our green cover targets (30-Year Plan or higher), with mature trees protected and more planted
- Everyone working together effectively and proactively, with ongoing dialogue
- Community valuing trees and other vegetation as an asset and choosing to protect them
- Green and blue infrastructure is valued on par with, or ahead of, grey infrastructure
- “A city in a forest”
- A city that is globally recognised as green, liveable, biodiverse and climate resilient.

<sup>2</sup> [Living Melbourne](#), 2019



may include, for example, permeability, biodiversity, and accessibility and availability of quality public open space. **We propose that a vision be set by stakeholders in our first Cross-Sector Summit.** The vision will also be tested through a community focus group before being released for broader public consultation.

## Content

7. **Further test stakeholder appetite for a strategic or action-oriented plan** – A strategy could provide a cohesive strategic direction with common goals and targets that stakeholders can get behind – but there are mixed feelings about how effective a strategy can be without accountability measures in place. Assigning actions and timeframes to non-state partners may not be palatable, but there is some appetite to be action-oriented. The ‘depth’ of the strategy will be further explored with core stakeholders. **Refer to the separate discussion paper of the draft key themes (and supporting actions) which have emerged from this early scoping and engagement process so far.**
8. **Establish criteria for what to include in the strategy** – Urban greening is complex, and there are many stakeholders actively working to green our city. It is not anticipated that the urban greening strategy would capture all business-as-usual activity. We have heard from practitioners that they want new action to address the gaps that will unlock progress at the metropolitan scale. We think the urban greening strategy could be an avenue for partners to achieve more by enabling the projects that share the load, create efficiencies, and fill the gaps beyond immediate jurisdictions.

**We propose the following ‘rules of thumb’ or criteria for what to include in the strategy.**



9. **Set a broad direction for content to frame progress** – Green Adelaide has set a broad direction for the content of the strategy, in order to facilitate progress on the strategy’s collective development, noting that this may evolve as the strategy is developed. Reflecting the available guidance and practitioner feedback, the strategy may include:

- a. **Where we are now:** define urban greening, describe the historical context and the trends and pressures affecting urban greening, analyse current status and future potential for greening, and outline the administrative and policy framework
- b. **Where we want to be:** set a clear and indisputable vision that makes the ‘why’ clear, and secure commitment of stakeholders to work together towards a set of common high-level goals, indicators and targets
- c. **Why we want to get there:** provide evidence of the need for and benefits of urban greening, including cost-benefit analyses and community aspirations
- d. **What we’ll do:** outline strategic directions, actions and outcomes
- e. **How we’ll do it:** outline of the framework for multi-sector collaboration and co-investment (to be jointly determined as part of developing the strategy).

It is proposed that a compelling **evidence base** be summarised in the strategy, with a more comprehensive separate document to be produced and updated as more data and information comes to light through both local, national and international research and practice.

In response to early consultation, a joint cross-sector action plan may not be pursued as part of the development of this strategy (at this time). Instead, the preferred model is likely to be a **flexible, efficient, collaborative action planning process** that aligns with partners’ annual business planning will be established and documented.

10. **Include a focus on urban development issues, including protecting mature trees and valuing green and blue infrastructure on par with grey**

– The key issues prioritised by stakeholders in the survey include strengthening tree protections and planning policy; reflecting the true value of urban greening in policies, planning, practice, investment and removal fees; shifting attitudes and behaviours of developers and builders; strengthening high-level leadership; and curbing the loss of mature trees. Therefore it will be important to consider these issues as part of the strategy as well as engage early with PLUS, councils and government agencies that deliver infrastructure projects and land.

Urban development focus – we need to protect mature trees in the private realm, and value green and blue infrastructure on par with grey

11. **Balance quick wins against addressing the longer-term or more complex priorities** – Many of the prioritised barriers and opportunities are complex problems themselves. In addition to addressing these, the strategy should include some quick wins to kick-start momentum and trust in the process. Concurrent to developing the strategy, Green Adelaide will continue to work on short-term ‘no regrets’ actions such as the urban heat and tree canopy recapture, a spatial investment prioritisation methodology, and tree planting and landscaping infill development guidance material.



## Methodology

12. **Honour the work that has already been done** – Acknowledge and build on the existing strategic commitments, recommendations from other processes, and collaborative frameworks. When developing the content of the strategy, Green Adelaide will audit and honour what exists and work with core stakeholders to fill in the gaps.
13. **Provide a platform to bring multiple sectors together to work towards a common goal**

– A critical missing link to delivering urban greening targets is a platform for collaboration and working together. Three identified models – Collective Impact, Greening the West and Living Melbourne – will be explored further with stakeholders, and a framework jointly determined.

**Bridging the gap** – a platform to bring multiple sectors together to work towards a common goal

For example, the governance structure to develop and deliver the strategy could include a government leadership group or a multi-sector steering committee, and/or cross-sector working groups (aligned around key topics, roles or priority opportunities for action), and an ongoing facilitated network for communication, shared measurement and showcasing. The strategy development methodology is likely to include a series of stakeholder workshops, including, for example, setting a shared vision, establishing the evidence base, and developing outcomes and indicators.

14. **Integrate with other strategies and policies to avoid contradictions and conflicts** – Key State Government integration points may include, but not be limited to, the upcoming review of the 30-Year Plan, the Planning and Design Code, the Urban Water Directions, the Walking Strategy for South Australia, the Healthy Parks Healthy People partnership, future iterations of the 20-Year State Infrastructure Strategy, and other strategies of partner organisations. Green Adelaide hopes to work closely with State Government agencies to ensure policy alignment across government.
15. **Learn from existing processes and research for community perspectives to inform the strategy, and engage more deeply on specific initiatives** – Community perspectives will inform the strategy's vision and outcomes. These will be drawn from existing research and consultation, including that undertaken for the Green Adelaide Regional Landscape Plan, National Park City and planning reforms, and research published by Greener Spaces Better Places. Community input will also be sought via a community focus group, survey and traditional online consultation on the draft strategy. Deeper community engagement may occur on specific initiatives related to actions aimed at shifting community perceptions and behaviours, which may occur after the initial publication of the strategy.



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