CREATING ADELAIDE NATIONAL PARK CITY*

Engagement report
September 2021

Artist impression of Elizabeth Shopping Centre reimagined as a hub of activity in the future Adelaide National Park City.
We acknowledge and respect the Kaurna People who speak for Country within the National Park City area. We pay homage to their ancestors, who maintained the natural processes of the land we are now on and whose spirits still occupy this Country.

We recognise Kaurna’s and other Aboriginal people’s rights, interests and obligations to speak and care for Country in accordance with customary laws, beliefs and traditions.

We respect the perspective of Aboriginal and Torres Strait Islander people that the land, water, air and all living things are connected and are part of a living cultural landscape.

Marni ngadlu tampinthi ngadlu Kaurna yartangka tikanthi

It is good that we all acknowledge we are living on Kaurna Country
Executive Summary

Purpose and process
This process was designed to get Adelaide leaders and community members to help imagine how Adelaide as a National Park City might look. This report is the result of over 1k public comments, 27 co-design interviews, 38 workshop participants, and 24 on-the-spot community interviews.

Key themes
We gathered specific input into the composition of the Alliance, the content of the Charter, models for impact, and a wide range of ideas. Overall key themes included:

1. “Who doesn’t want a city that is green?”
   It was encouraging that participants were broadly positive and excited about the possibilities of the ANPC. This echoed the public comments and previous findings.

2. “I hope it doesn’t become greenwashing ... but a mechanism for real change.”
   Alongside hopes, many participants shared fears that ANPC could easily become “just a marketing campaign” [P10] or “another government brochure.” [P6] One asked, “Are we actually making this better for nature, or is it just a tourism campaign?” [P2].

3. “How can we make Kaurna the centre?”
   The majority of the interviewees and workshop groups identified Kaurna as not merely an important constituent for ANPC but a central part of the entire initiative.

4. “If we’re cutting down 100 year old significant trees, how can we believe in ANPC?”
   Many interviews highlighted conflicting goals and disconnected action in government, particularly tension between ANPC and development and planning.

5. Equity and diversity
   This was raised repeatedly in interviews and the workshops. This was expressed in terms of “Tree canopy inequity” [P12], the importance of “socio-economic issues […] and cultural differences” [P9] and investment “in the outer suburbs” [P5].

6. “Is nature better off? Are we better off?”
   Finally, many interviewees were asked what success might look like for the ANPC. In the end, success for the ANPC for most participants was long-term, concrete action and evidence to answer two basic questions: “Is nature better off? Are we better off?”

What is ANPC uniquely-placed to do?
As one interviewee said, it’s important for ANPC to be “galvanising new activities,” [P9] as well as enhancing existing work. At a strategic level, ANPC is uniquely-placed to:

1. Activate local allies: Groups, businesses taking concrete action (beyond discussion).
2. Elevate Kaurna: Funding, jobs, partnerships, and projects to elevate Kaurna.
3. Grow the constituency: Inviting households into a relationship with urban nature.
4. Fresh approach to stuck issues: Particularly planning, development and greening.
5. Landscape-scale biodiversity projects: corridors, local gov, business, households.
Background

A National Park City will look different for every city, because every city is unique. This process was designed to get Adelaide leaders and community members to help define what Adelaide as a National Park City might look like.

**What is a National Park City?**

A National Park City is not a traditional “national park” in the way that we all know. It is a vision of what a city could be and a social movement to make it happen.

It is a big idea, for the long term, and it encompasses everything within a city. Things you can see and touch, such as nature, people, buildings and infrastructure, but also our less tangible, social and cultural aspects.

Creating a National Park City means creating a place where both people and nature flourish. It's about lots of people doing lots of things—residents, business and governments alike.

**Our engagement asked questions like:**

* What is your vision for what an Adelaide National Park City might be?
* What kind of difference could an Adelaide National Park city make?
* How can we start a movement that resonates with the whole community?
* How can you or your organisation help make Adelaide a National Park City?
* What would an Adelaide National Park City look like, and what kinds of actions would citizens, business, and government take?
* How might we grow collective responsibility and collective action?
Who and how have we engaged?

We had four main methods of gathering input during this design and engagement process.

27 individual interviews
We interviewed South Australian leaders from academia, government, business, and community. We balanced local knowledge with expertise in ecology, health, human behaviour, cities, and urban environments.

Interview participants included...
SA Mental Health Commissioner, Local Government Association of SA, COTA, Flinders Southgate Institute, University of Adelaide Environment Institute, University of Adelaide School of Architecture, the Nature Alliance SA, Oxigen Landscape Architecture Firm, Oxfam, TAFE, Tennyson Dunes Group, Inspiring South Australia, Nature Festival, Crafers Community Garden, Playford Council, a director of a music group, a local artist, a visiting fellow of cities and urban environments, an urban futurist, a small businesses leader, and eight local community members with an interest in nature.

38 workshop participants
We held workshops with local leaders in Adelaide. Additionally, Green Adelaide held meetings and workshops with local government groups and Kaurna representatives.

24 intercept interviews
These short interviews were held on-the-spot with community members around Adelaide, mostly interviewed during the Nature Festival 2020. The detailed report from these conversations can be read here.

1k+ Charter comments
We performed a text analysis of the first 1,159 of the comments submitted while signing the draft Charter to better understand prevalence of particular themes.

On Kaurna involvement
Conversations have begun with Kaurna Miyurna and their formal organisations. They see rich possibilities for Adelaide becoming a National Park City and alignment with their wholistic approach to living and working in Adelaide. They are providing leadership on the development of the Charter and specific actions to create genuine opportunities for Kaurna to work together with others to heal country.
Approach

When designing new initiatives like ANPC, we need an approach that allows us to generate new possibilities and allows us to balance the needs of individuals with the needs of bigger systems (and ecosystems). For this work, we drew from two complementary disciplines: human-centred design and systems thinking.

This approach was shaped and lead by Hinterland in collaboration with Conservation SA and Green Adelaide.

Human-centred design

Human-centred design (HCD) is a generative innovation approach focused on solving the right problems in new ways while keeping people in the centre. It works best in contexts of high uncertainty where the best solutions aren’t immediately obvious.

Generative: This sits in contrast to a more traditional, purely analytical approach that might break down a known problem into components and select among known options for solutions to drive efficiency. Generative approaches like HCD are better when we have a poor understanding of the problem and we need fundamentally new options.

Right problems: Understanding and re-framing the brief is a core practice in HCD. In innovation, we often don’t properly understand the problem we need to solve. Often this is because the details of the challenge sit outside of our organisation or experience.

People: Our default perspective tends to keep organisations and systems at the centre. HCD knows that people are at the heart of all meaningful change and strives to build a rich picture of people and context.

Systems thinking

Systems thinking is a complementary discipline to HCD. It is a set of tools, methodologies, and mindsets for working with complexity.

While HCD is useful, an anthropocentric, individualistic, consumerist view of the world is precisely the heart of many of the challenges faced by our society. HCD helps us zoom in on people, behaviour and experience, and we complement this by zooming out to a bigger view with a systems approach.

A system is any collection of elements with internal dynamics united by an overarching purpose or goal. Understanding how elements relate at different scales and can help us avoid over-privileging a human or individual view.

To create lasting change for our society and our environment, we must maintain an awareness of the interconnected systems of which we are all a part. We have to recognise the inherent value of nature apart from humanity and the value of community and society in complement to individual experience.

As a practice, both HCD and systems thinking are a collection of mindsets, tools, and approaches that are constantly evolving in an ongoing, interdisciplinary conversation.
Findings
Insights

In addition to specific feedback about the charter, alliance, and action plan, the interviews and workshops uncovered six insights that will be important for the future of ANPC.

1. **“Who doesn’t want a city that is green?”**

Interviewees and workshops participants were broadly positive and excited about the possibilities of the Adelaide National Park City. As one participant said, “It’s an exciting idea. Who doesn’t want a city that is green?” [P8].

This was echoed in the public charter comments and reflected the previous finding in the work with the general public from the first consultation report *Hubbard, Russell, Adelaide as a National Park City Engagement Report 2020*. In that process community members said things like, “Yeah, I think that would be a cool idea.” [I2] and “I’m for it, sign us up!” [I18].

It was encouraging to hear these sentiments continued in interviews and workshops with Adelaide professionals and sector leaders.

2. **“I hope it doesn’t become a greenwashing thing but a mechanism for real change.”**

This strong theme that came up from the very first interview and continued throughout the process. Alongside their hopes, many participants shared fears that ANPC could easily become an empty marketing campaign.

Interviewees said things like, “I hope it doesn’t become a greenwashing thing but a mechanism for real change.” [P1], “Are we actually making this better for nature, or is it just a tourism campaign?” [P2], “Can’t be just a marketing campaign.” [P10], “Without bottom-up action it will just be another gov brochure.” [P6].

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The importance of concrete action alongside the aspirational messaging was highlighted again and again. In the long term, there was a desire for demonstrable outcomes for people’s connection to nature as well as the health of the natural world (water quality, biodiversity, etc).

3 “How can we make Kaurna the centre?”

The majority of the interviewees and workshop groups identified Kaurna as not merely an important constituent for ANPC but a central part of the entire endeavour.

Some interviewees wanted to “make Kaurna the centre” [P 08], and Workshop 1 participants wanted ANPC to help people build “stronger connections to Kaurna Yarta,” and contribute to “reconciliation with indigenous people.”

In the second workshop in particular, many participants agreed with the sentiment that ANPC should be “Lead or at least heavily influenced by Kaurna.”

4 “If we’re cutting down 100 year old significant trees... how can we believe in the National Park City?”

Many interviews highlighted the conflicting goals and disconnected action in different parts of the government, particularly the tension between ANPC and action and rhetoric around development and planning. There was a general feeling that this was an area of policy and politics in South Australia in need of a fresh approach, and some expectation that ANPC might provide leadership here.

Several participants had concrete suggestions, from facilitating dialogue between departments [P 01] to up-skilling interested developers, architects, and planners [P 05] to giving individuals better planning options. As one participant said, “If the options aren’t there, people won’t ask for them” [P 08]. Another suggested that “Urban infill could be done much better” and ANPC could utilise the new “experimental planning zones” [P 05].

5 Equity and diversity

Equity and diversity were not themes that were initially anticipated in the creation of the interview guide and process, but they were raised repeatedly by individual interviews and very strongly in the workshops.

This was expressed in terms of “Tree canopy inequity” [P 12], the importance of “considering socio-economic issues [...] and cultural differences” [P 09] including different cultural uses of green space. One workshop participant put it as “don’t do a Burnside model in Davoren park,” and one interviewee said it was critical that we “invest in the outer suburbs” [P 05].

6 “Is nature better off? Are we better off?”

Finally, many interviewees were asked what success might look like for the Adelaide National Park City.

One interviewee put it particularly poetically: “How will we know if it is working? [...] Do we hear the birds? Do we know their names?” [P 02]. For that participant, they wanted to know: is nature better off (measuring a greater diversity of birdsong) and has our relationship with nature deepened?

Another interviewee wanted more people to have a deeper understanding of “how did you come to be who you are in this place?” [P 03], what came before us in this place, and what legacy we are leaving behind.

Many other participants suggested everything from the number of children walking to school to the number of grandmothers cycling to the percentage of population within walking distance to open and wild spaces.

Air and water quality, wellbeing measures, increasing percentages of green canopy and decreasing bitumen were also highlighted. One popular workshop suggestion was the establishment of a ‘Bitumen reduction society.’

In the end, success for the ANPC for most participants was long-term, concrete action and evidence to answer two basic questions: “Is nature better off? Are we better off?”
Charter

The primary component of the Charter is the shared list of outcomes toward which we are all working. We asked workshop and interview participants about these outcomes and have grouped their responses into a set of themes. Below each we’ve listed specific sentences from participants that speak to the theme. We note this is only one way to group these themes.

**We’re working together for...**

1. **Kaurna Yarta**
   - Stronger connections to Kaurna Yarta and each other
   - Kaurna connection and stewardship
   - Connection and integration to Kaurna Yarta
   - Reconciliation with indigenous people and culture
   - Lead or at least heavily influenced by Kaurna Aboriginal culture

2. **Equity, diversity, and inclusivity**
   - Equality of access to nature
   - Accessible and free ways to relate to nature
   - Safe, familiar, youth-focus
   - Collective decision-making
   - Intergenerational work and shared passion
   - Socio-economic equity
   - Avenues for households to be involved
   - Cultural diversity

3. **Better homes for plants, animals, people**
   - Homes for plants, animals and insects
   - Cities are for people and cities are for nature
   - Re-wilding zones: re-introduction of native animals
   - We’re not just about revegetation but rethinking as well
   - Working to re-introduce iconic animals

4. **A healthier, greener landscape**
   - Quality places, air, water, sea, and land
   - Protection for nature in metro area
   - Good environmental design in planning
   - Planning processes to include green space
   - Biodiversity (not just natives)
   - Protection of existing + creation of new green spaces
   - Reduction of bitumen
   - Reversing the Tree Cover Trend
   - Clean air and green, open spaces
5. **Health and wellbeing**
   - Time outdoors for health, wellbeing and fun
   - More children walking to school
   - Health benefits of nature
   - Better gut health and microbiome
   - Health agenda and quality open spaces

6. **Relationship to place and community**
   - Relationships with nature and each other
   - Community belonging
   - Connections to place and community
   - Social, edible landscape
   - Opportunity to foster a sense of belonging and custodianship of place (not ownership)
   - Schools, curriculum and school-based projects
   - Social dimension

7. **A better story**
   - Helping people see what is around them differently
   - Ecological literacy on benefits of nature in cities
   - More than just a playground for people
   - Cultural change in corporate and development sector

8. **Liveability, food, and economic benefit**
   - Local economies growing local food
   - Locally-grown food: food-security and biodiversity
   - Liveability + economic benefit
   - Eating fresh, eating local, growing local
   - Food security
   - People don’t use streets if they don’t have shade
   - An economic system aimed at improving lives

9. **Climate resilience**
   - Climate resilience
   - People understand climate change now
   - Greener, wilder, more climate resilient

10. **Collective vision and action**
    - Governance vehicle for collective vision and action
    - Collaborative decision making involving community
    - Impact on group and individual decision making
    - Genuine community ownership, not just a gov program

**On framing**

One participant noted the Charter could be expressed as ‘we’re working together for…’ better outcomes, or it could be framed as a statement of shared values or beliefs, such as:

**We believe...**
- Everyone should respect and deserves a deeper relationship with Karuna Yarta
- Everyone deserves access to nature, no matter where you live
- Cities are for people, cities are for nature
- Nature is the foundation of our health and wellbeing
- We all have an opportunity and responsibility to provide homes for
- Etc.

**On measures**

A number of participants offered ideas of key measurements to indicate success including:

- # of children walking to school
- % of population within walking distance to open and wild spaces (equity)
- # of people cycling, average age of cyclists
- % of green canopy
- % of bitumen reduction (as opposed to just increasing green)
- #’s of birds and wildlife at spots throughout the Metro area
- Audio measures of biodiversity
- Water quality measures
Alliance

We asked interviewers and workshop participants to recommend what kinds of people and organisations should be involved in the governance of ANPC. Possibilities include:

1. Kaurna
   Kaurna representation on the Alliance (perhaps multiple members) was named as critical by nearly everyone we spoke with. Several people also pointed out the importance of appropriate remuneration for this role, both morally but also practically as Kaurna are highly in demand.

2. Young people
   Several participants mentioned including one or several young people, though, not as a token representative or on a parallel ‘youth alliance’, but as rather a meaningful voice with equal influence or voting power.

3. Local government
   Local government is likely to be instrumental in the delivery of the ANPC, so some kind of representation from local government will be important.

4. NGOs and community organisations
   Several participants highlighted the need for representation from the many existing organisations that work in the space.

5. Schools and education
   Considering the importance of schools, a few participants suggested involving some from an educational background.

6. State government agencies
   Many participants mentioned getting state government agencies involved. This could be on the alliance itself or through another structure (inter-departmental working group, etc). Attorney Gen (Planning), Transport, SA Health, and of course the Department for Environment and Water were highlighted. Statutory entities like SA Power Networks and SA Water were also mentioned.

7. Business
   Some participants mentioned getting business owners, property groups, developers, and architecture firms involved.

8. Academia
   A member from one of the Universities was mentioned as a way to incorporate ongoing science and research into the ANPC.
Ideas

What might the Adelaide National Park City actually do? What initiatives and ideas are most exciting? This collection of ideas has been collated from the in-depth interviews and workshops. A number of these ideas have already been trialed in other areas and through the Nature Festival.

**Adelaide National Park City street party in a box**
Bring together your community to see what local actions you can take to plant butterfly gardens, build bee hotels, create a community garden, or learn about your local nature. [P 02]

**Kaurna leadership**
Influential Kaurna involvement from governance to roles for Aboriginal rangers to continue care for country in urban settings. Building on existing activities, led by Kaurna. [Many]

**Hyper-Local Nature Tour program**
Book in for a hyper-local nature tour. Gather a few friends or neighbours and book an ANPC expert to give you a nature tour that meanders through your own neighbourhood or local area. [P 03]

**City Nature Concerts**
Building on existing concerts in unusual places, making it easier to have music venues in parklands. [P 02]
A Social, edible landscape
Metro-wide push for locating interested individuals, giving them funding and training, helping them find space and launch new community groups around food. Could include garden plots, seasonal cooking, or bush tucker. Get together with people you like. Make something you can be proud of. [P 09]

Nature assembly
A democratic assembly of community members to meet quarterly to vote on budget and program expenditure and serve as local community advocates for National Park City. Could include young people. [P 06]

Local nature connection groups
How did you come to be who you are in this place at this time? [P 03]

Green Alliance
Local businesses pledge to plant natives, reduce carbon footprint, care for their part of the landscape. [P 04]

Re-introduce iconic animals
Re-introducing iconic wildlife into the Adelaide Metro region as a way to catalyse restoration and care for the landscape and rivers. Most ambitiously: platypus back into the Torrens. [P 11]

Powerlines underground, canopy overhead
Following the example of Shanghai, secure a 300m federal grant to put strategic powerlines below ground and plant more trees. Pruning around powerlines already costs SA 30m/year. [P 11]

Corridors and landscape-scale projects
Community organising or collective-impact-style projects to build buy-in from small and large public and private land owners. Trying for corridor’s and continuous stretches of vegetation. [P 03]

Celebration and gathering
Music and art to communicate belonging and being. Celebrating our history and relationship with nature in South Australia. [P 02]

National Park City goes to space
Supporting and promoting space and satellite ventures in Adelaide related to agriculture, climate, and nature. [P 12]

City nature camp
School children camp in the metro region. Incorporating Kaurna knowledge. Potentially walking from their schools to a camping location nearby for an urban campout. Kids livestream and make videos of the journey. [P 19, 03]

City Park Rangers
Program of non-traditional rangers. What if we had rangers who were artists? What if we had rangers who were school children? [P 03]

Back garden challenges
Seed packets, lawn signs, and materials sent out to anyone in the metro region who wants their back garden to officially be part of the Adelaide National Park City. [Multiple]
Equity and diversity
Adelaide National Park City offerings focused on those facing disadvantage or who have the least access to nature and green space. [Many]

National Park City artists in residence program
Fellowships for artists to create work that responds to our landscape and our relationship with place in metro Adelaide. [P 20]

Experimental planning zones
Overseeing experimental areas with different planning rules to encourage much greater green and blue infrastructure. Creating new options and possibilities. If the options aren’t there, no one will ask for them. ‘Who doesn’t want to live in a city that’s green?’ [P 05]

Better dialogue between infrastructure and environment
Facilitating the conversation between planning, development and the environment. Following examples like Portland. Could include ongoing professional development for engineers and planners in sustainability. [P 01,5]

Leadership programs and sector cohorts
Equipping and connecting people is one of the most powerful ways to grow a movement. ANPC could run leadership programs to train grassroots leaders and host gatherings of leaders in various sectors to form coalitions. [P 03]

Health and mental health focus
Adelaide National Park City health initiatives with a focus on wellbeing, exercise, or slowing down and noticing (like forest bathing and mindfulness). [P 09]

City Nature Trails
More and better documentation of trails throughout the metro region including guides for urban adventures and day walks with points of interest, vistas large and small, and even camping locations. Could include a podcast or radio spot: The Daily Walk. [P 04, 14]

Bushtucker programs
Teaching more about foraging, growing, and cooking with traditional foods from the area. [P 02]

Rundle Mall Makeover
Turn Rundle Mall into a green oasis with green walls, more trees, green roofs, and native landscaping. [P 02]

Shopping Centre Makeover
With the rapid transition to online shopping, malls and shopping centres are in danger of closing. What would it look like to convert an abandoned mall into a green community oasis. [P 05]

Apolitical nature commissioner
High-profile individual or group empowered to work in p’ship with community and business and hold the government to account. [P 03]

Metro supporting the state
Similar to Trees for Life’s urban growers who grow saplings to be planted around the state, what are the other ways that the metro area can give back to the broader landscape? [P 06]

Professional development for engineers and planners
University-led professional education programs teaching planners, developers, highway engineers and more about new ways of building and planning to incorporate nature. [P 05]
Public sentiment

More than 1,000 members of the public have signed the draft Charter online to express support for Adelaide to become a National Park City. Reviewing the prevalence of certain themes in their comments can be a valuable way to gain insight into the views of the signatories.

Why do you think Adelaide should be a National Park City?

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secha</td>
<td>Henley Beach</td>
<td>To not only maintain the variety of wonderful outdoor spaces but to improve, diversify and enhance the environment for all.</td>
</tr>
<tr>
<td>Elii</td>
<td>Tranmere</td>
<td>So our children can enjoy the wild benefits of the natural world closer to home.</td>
</tr>
<tr>
<td>Sophie</td>
<td>Aldinga Beach</td>
<td>More focus on nature connection in our everyday routine is important.</td>
</tr>
<tr>
<td>Cay</td>
<td>Modbury Heights</td>
<td>Because we already have such a wonderful environment topographically that needs to be maintained and cared for as well as promoting more spaces for wildlife to flourish closer to people promoting a widespread connection with nature.</td>
</tr>
<tr>
<td>Kylie</td>
<td>Bellevue Heights</td>
<td>Our city has a great variety of parks and green spaces. Becoming a National Park City will show our support and love for natural places, that we are about protecting ecosystems and looking after our well being.</td>
</tr>
<tr>
<td>Richmal</td>
<td>Ethenlon</td>
<td>We are part of nature and doing everything possible that will allow the natural environment to flourish will be good for all.</td>
</tr>
</tbody>
</table>
Themes in the 1,159 comments

401 mentioned ‘green’ or ‘greener’
210 talked about health, 63 mention wellbeing
120 talk about trees
103 mention about climate
129 talk about protection
158 took a future orientation, 73 mention generations
180 mention access for all
66 mention biodiversity, 63 mention habitat
43 mention Kaurna or First Nations
70 used the word love, 60 used connection
133 talked about beauty
39 talked about liveable
38 talked about animals
50 talked about mental health
15 mention economy, 5 mention jobs

Charter comments reflection

Overall, the various prevalence of the themes is not particularly surprising. The main surprise is the lack of mention of Kaurna, particularly given how prominent Kaurna involvement was in nearly every one of the in-depth interviews.

At least in part, this is likely to be due to the framing of the question, but it also represents an opportunity to shift the broader public’s awareness of and relationship with Kaurna Yarta.

The people we interviewed represent a group with deeper existing relationships and awareness. As the saying goes, ‘the future is already here, just not evenly distributed.’ With the help of ANPC, it is our hope that the broader population will look a lot more like our interviewees in terms of their understanding of Kaurna Yarta in the future.
Impact models

ANPC is an initiative for change. There are many options for how ANPC might structure and focus its efforts to make the biggest difference. These models not entirely mutually exclusive but each option has implications for capabilities and resourcing decisions. Being intentional about the model at this early stage can be very helpful.

Program management model

This is the default model of organisation. It looks like managing the Adelaide National Park City as a portfolio of programs or projects.

To do this well, there would be a clear focus on learning and experimentation and a shared, underlying theory of change would sit behind the portfolio.

This could be done exclusively or in conjunction with one of the other models.

Community activation model

Taking a community activation model would involve hiring paid, dedicated community organisers (could be called Rangers) to recruit volunteers to work in self-organising small groups. These groups could be new at a neighbourhood level or within existing community structures (like churches, schools and community groups).
The 5 big simple ideas model
One interview participant highlighted the risk of ANPC being pulled in too many directions and recommended choosing 5 large scale but simple ideas to rally behind and committing to those ideas for a significant period of time.

Social lab model
One of the big challenges facing Adelaide and the Adelaide National Park City is that many competing interests have conflicting short-term goals for Adelaide that may not be in anyone’s long-term interest. Particularly when it comes to planning and development, the existing ways of working have not resulted in outcomes that will be beneficial in the long-term.

A social lab model uses a strategic partnership process centred around better understanding scenarios for the future, shared interests, and how to better take actions in the short term.

This approach is more focused on the ‘big end of town’ rather than the community at large, but could have wide-ranging impacts. It would need to be complemented by work with community members more directly.

Democratic assembly model
A democratic assembly model involves recruiting a group of perhaps 50 volunteers to meet and make decisions about National Park City activities and funds.

Since part of the concept of the National Park City is to empower the community, this could be one mechanism for that empowerment.

The downside is that supporting a democratic assembly takes significant resources, leaving fewer resources for investing in projects. If you were to take this approach, you might also give the assembly influence over some of the Grassroots Grants or other funding.

An example of this model in Australia is the LaTrobe Health Assembly in Victoria.

Collective impact model
Collective impact is a form of partnership work that centres around a group of organisations setting collective targets and taking action around a shared interest over the long term.

It requires significant investment in partnership building and management. In this model, ANPC would act as what is called a ‘backbone agency’ providing centralised facilitation and support. This kind of approach could work well for aligning work along the Torrens if it were paired with additional project investment.

A local example is the Adelaide International Bird Sanctuary.
Choosing ideas

The best way to build a movement is to do something together. With all of the ideas that have been shared, how should ANPC choose where to begin?

Learning through doing

Shared projects and action, no matter how small, give a sense of momentum and motion. This also provides fuel for further conversation and engagement with the community and our partners.

When framed as a learning opportunity, they also give us things to reflect on and learn from, and uncover our unknown unknowns.

Consultation processes like we’ve begun for this report focus first on looking at what's already working, asking for ideas, and researching has worked in other jurisdictions.

Once we begin to have ideas about what might be possible, the next step is to move into this experimental phase where we prototype small versions of the big ideas to understand what might be most effective and what might get traction with partners and the community.

One of the ultimate measures for success for a movement like the ANPC is if we are able to generate momentum and life for the project that lives beyond the core team and agency.
5 considerations

How then do we choose what directions will be the most fruitful? For ANPC prototype projects we recommend five considerations:

1. **Capture the imagination**
   A lot of what the ANPC is about is reframing how we see and think about the landscape that is threaded through and among our urban built environments. It’s important then for some of initial projects capture the imagination of the public and the media.

2. **Dream big, start small, bias toward action**
   A small start ensures low risk, but when possible we want to pair that with an understanding of the potential to scale to bigger formats in the future. We also want to balance careful consideration with a bias toward momentum and motion to build trust with our partners.

3. **Potential for impact**
   Ideally, actions should relate to multiple key outcomes mentioned in the Charter section. While proof of isn’t possible at this stage, each idea should be able to make a strong case for why it could make an impact.

4. **Opportunity for learning**
   With any project you want to be able to identify key questions about the broader Adelaide National Park City initiative that the project can help reveal. Some of the ideas won’t work out as you hope. Because you’re starting small (#2), that’s ok, the risk is low.

5. **Balance of top-down and bottom-up**
   Some projects should speak to big-picture centralised action and some should speak to distributed community action.
Action plan

How do we think about the phases of work for ANPC? How might work be divided between top-down government work and bottom-up movement building?

**Stages**

**Preparing the soil**

*Listening and learning*

This has been the initial phase of the ANPC project, including the multiple levels of community and sector consultation and public comments on the Charter. Listening will continue, but it is important to move soon into an experimental, action-focused phase to maintain community buy-in.

**Planting seeds**

*Experimentation and relationships*

This phase will involve prototyping a variety of small projects to see what has the most interest and what has the greatest capability to create impact. Most projects should be small enough and low enough profile that they don’t need to be wildly successful. A couple of higher-profile, highly-likely to succeed projects may also be necessary in order to continue political license.

**Tending and growing**

*Growing what works, composting what doesn’t*

This phase is about committed investment in the most promising areas for multiple years in order to grow impact. This also involves letting go of prototypes tried in the ‘planting seeds’ phase that weren’t as successful.

**Maturity**

*Sustained impact, large movement, room for further innovation.*

In the future the ANPC will move into a phase of maturity where it can be a ‘big tree’ in the sector that makes space for other innovation. In this stage more robust outcome measures would be in place to track outcomes for nature and for people in the ANPC.
What is ANPC best placed to do?

In considering what kinds of activities to choose, we have identified five types of activities that ANPC is best-placed to do that might not otherwise happen.

As one interviewee said, it’s important for ANPC to be “galvanising new activities,” [P 09] as well as enhancing existing work, otherwise it will just be distracting from good work already happening.

5 types of activities

- **Activate new allies**
  Unlikely local businesses and groups taking concrete action (not just discussions).

- **Elevate Kaurna**
  Funding, partnerships, projects

- **Grow the constituency**
  Inviting households into a deeper relationship with urban nature

- **Fresh approach to stuck issues**
  Particularly planning, development and greening.

- **Landscape-scale biodiversity projects**
  Corridors, partnerships

Top-down and bottom up

What kinds of activities are best to be lead by Green Adelaide? What is best to be lead by the Alliance?

The activities are likely to be mixed, but generally the Alliance would be the vehicle for activating new allies and growing the constituency (anything you ‘join’). Green Adelaide is more likely to lead larger-scale partnership work that requires ecological expertise.

Both the Alliance and Green Adelaide are likely to engage with elevating Kaurna, and both would work in partnership on stuck issues of policy and politics.
Appendices

Interview guide, workshop agenda, materials, visual capture, and feedback.
APPENDIX A: Interview guide

Adelaide National Park City Interviews

Introduction (3 min)
Thanks for making time, it’s important for us to hear a diversity of voices.
Shortest possible introduction to ANPC (don’t over explain).
We were particularly excited to talk to you because...
Reiterate consent to record (already mentioned in interview sign-up process).

Starting wide (25 min)
Goals and outcomes
In its best version of itself, what do you hope ANPC might be able to accomplish? What are some of the outcomes you would like to see? What could be different because of ANPC?
Ideas and inspiration
What’s already happening that’s like this here or around the world?
What excites you? What would you like to see?
Alliance and participation
Who should be involved? In what ways? Who’s most critical to the success of the initiative? Who shouldn’t be involved? Who should be on the alliance?

Going deeper (15 min)
Based on what’s been discussed thus far, return to the most intriguing points and dig deeper into particular themes or areas of interest.

Close (3 min)
Thanks for your time and participation.
Share back a few highlights of what you’re taking away. This demonstrates we were listening and that it was helpful. “Thanks for taking the time, it was specifically interesting hearing you talk about x, y z.”
Explain what’s next and where this information will go.
APPENDIX B: AGENDA FOR WORKSHOPS

Creating the Adelaide National Park City

Purpose
The goal of these workshops is to help create a better shared picture of what an Adelaide National Park City might look like and how to set it up to succeed.

Introduction
Big picture of engagement, international context and Adelaide context.

Ideas and activities
We’ll start with getting your input on concrete ideas of project or ideas that could happen in an Adelaide National Park City.

Vision and charter
In groups we will explore possibilities for the vision and outcomes and how those might be expressed in a charter.

Participation
We know that initiatives like this take a lot to make them work. What will set this one up to succeed? What are the different roles that organisations and individuals might play?

Closing
What’s next and how to help build support.
**Feedback: We received 16 feedback forms from the workshops**

<table>
<thead>
<tr>
<th>Achieve our purpose? 0-10 and why or why not</th>
<th>Of what we discussed today, what 1-3 things will be most important for the future of ANPC?</th>
<th>Facilitation</th>
</tr>
</thead>
</table>
| 8 The concept was vague until I came to this! | 1. Citizen participation  
2. Recognise what we already have  
3. Bitumen removal target | - |  

| 10 -  | 1. Real collaborative decision making involving community  
2. Change to planning laws and regs  
3. Broad involvement of industries/community | 10 |  

| 10 -  | 1. Experimental planning zones  
2. Corridors | 10 |  

| 8 Needs coordination and PLA (parks and leisure Australia) happy to be part of Alliance. | 1. Green infrastructure is essential  
2. Need to park tree mgrs on board (PLA can help)  
3. Bitumen removal a good idea. | 8 |  

| 9 The conversation helped outline the possibilities and different perspectives at play. | 1. Inclusion + equity  
2. Kaurna management  
3. Children | - |  

| 10 Informative + learnt more about what ANPC is about. | 1. Carriage of the vision by key influencers incl. govt + private sector | 10 |  

| 8 Was unclear what initiative was prior to session. | 1. Collaboration  
2. Common vision  
3. Clear/implementable/achievable acgtions | 8 |  

| 10 -  | 1. Kaurna leadership  
2. Equity  
3. Balance of gov + passion | 9 |  

| 9 Gave me more things to think about | 1. Planning - people before money  
2. Education  
3. Improve water availability | 10 |  

| 8 Well structured Juicy conversation | 1. Kaurna involvement/ownership  
2. Genuine community ownership, not just another government program | - |  

| 8 -  | 1. Human health + wellbeing  
2. Coordiors + landscapes  
3. Equity | - |  

| 9 Good group of invitees. | Why are we doing this?  
1. Improve health and wellbeing of urban population  
2. Engage with nature  
3. Have biodiverse green space available | 7 |  

| 7 Good dieas | 1. Don't look at green spaces, look at what is NOT green.  
2. Citizen change | 6 |  

| 7 -  | 1. Making sure planning legislation supports the intent  
2. Gaining buy-in from all business and community and youth  
3. Having big goals (bitumen removal) | 6 |  

| 8 Great facilitation | 1. Kaurna connection/leadership  
2. Reduction in vehicle use  
3. More incentives to be healthy/green way of living. | 9 |
Large format worksheets used to help workshop groups structure and capture their conversations
Key themes from the final discussions in the workshops