AGENDA

FOR SALISBURY CITY CENTRE RENEWAL SUB-COMMITTEE TO BE HELD ON 15 JULY 2014 AT THE CONCLUSION OF THE AUDIT COMMITTEE IN THE COMMITTEE ROOM 1

Open

Members

Cr E Gill (Chairman)
Cr D Balaza (Deputy Chairman)
Mayor G Aldridge (ex-officio)
Cr C R C Buchanan
Cr G Caruso
Cr L Caruso
Cr A Coates
Cr B Goodall
Cr B Vermeer
Cr J Woodman
Cr R Zahra
Mr C McDonald, Salisbury Town Centre Association

Required Staff

General Manager City Infrastructure, Mr M van der Pennen
General Manager City Development, Mr T Sutcliffe
General Manager Business Excellence, Mr P Fairlie-Jones
Chief Executive Officer, Mr J Harry

Apologies

Leave of Absence

Presentation of Minutes

Confirmation of the Minutes of the Salisbury City Centre Renewal Sub-Committee held on 12 March 2014.
AGENDA

Reports

SCCRSC1  Salisbury City Centre Renewal Governance Framework
SCCRSC2  Salisbury City Centre Wayfinding Signage Strategy – Stage 2
SCCRSC3  Bicycle Parking Bay
SCCRSC4  WiFi Capability within the City of Salisbury
SCCRSC5  Early Wins Update

Other Business

Next Meeting

Close
The meeting commenced at 6:58 PM

The Chairman welcomed the members, staff and the gallery to the meeting.

Apologies

Cr C R C Buchanan
Cr R Zahra
Cr G Caruso
Cr B Vermeer
Cr L Caruso

LEAVE OF ABSENCE

Cr B Vermeer

PRESENTATION OF MINUTES OF PREVIOUS MEETING

Cr Goodall moved that the Minutes of the Salisbury City Centre Renewal Sub-Committee held on 2 December 2013, be taken as read and confirmed.

Cr Balaza seconded CARRIED
REPORT

SCCRSC1 CONFIDENTIAL – Status Report - Sexton Development Project

Cr Balaza moved that the Confidential Item be discussed at the conclusion of Item SCCSC5 - Update on the Salisbury City Centre.

Cr Gill seconded CARRIED

SCCRSC2 Salisbury City Centre Wayfinding/Signage Strategy – Stage 2 Implementation

1. This report be received.

2. That the revised scope of works for Stage 2 and the revised budget projections for Stage 2 (noting it is still within the overall revised budget resolved by Council in February 2014) be noted and endorsed.

Mayor Aldridge moved Cr Coates seconded CARRIED

SCCRSC3 Salisbury City Centre – Development Plan Amendment

1. The information be received.

2. The Salisbury City Centre Renewal Sub Committee endorses the revised program, and the draft Development Plan Amendment policy being prepared to reflecting the amended approach to the Salisbury City Centre Structure Plan.

Cr Goodall moved Cr Balaza seconded CARRIED

SCCRSC4 Progress Report on Operations & Management of the Salisbury City Centre

1. This information be received.

2. That a further status report recommending a preferred direction for operations and management of the Salisbury City Centre project be provided at the June 2014 Sub-Committee meeting.

3. That a workshop with key stakeholders on the outcomes of the traders and property owners survey be held in conjunction with the Salisbury Town Centre Association AGM.

Cr Balaza moved Cr Woodman seconded CARRIED
SCCRSC5 Update on the Salisbury City Centre

1. This report be received.
   
   Cr Goodall moved Mayor Aldridge seconded CARRIED
Cr Goodall moved that:

1. Pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to the matter because disclosure:

   - Could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

   - would, on balance, be contrary to the public interest.

In weighing up the factors related to disclosure:

   - disclosure of this matter to the public would demonstrate accountability and transparency of the Council’s operations.

   - Non-disclosure of the matter and discussion of this item in confidence would protect information relating to the commercial development of the Sexton Carpark site and enable Council to consider detailed information prior to determining the most appropriate course of action.

On that basis the public's interest is best served by not disclosing the Status Report – Sexton Development Project item and discussion at this point in time.

2. Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except:

   - Members of the Salisbury City Centre Renewal Sub Committee; and

   - Staff of the City of Salisbury on duty in attendance;

be excluded from attendance at the meeting for this Agenda Item.

Cr Coates seconded

CARRIED

The meeting moved into confidence at 7.26 pm.
1. The report be received.

2. That the respondent to the EOI is advised that Council are terminating the EOI process to further review options for development of Council land in SCC, review Council’s facilities needs including the exploration of the “community hub” concept, and review public car parking requirements in SCC.

3. That a further report be provided on community facility needs, car parking and Council owned sites within the Salisbury City Centre in parallel with the feasibility works associated with the proposed ‘Community Hub’.

4. That a further report be provided in September 2014 to recommend the most appropriate delivery model to realise any approved scheme of development.

5. A budget allocation of $50,000 to complete tasks associated with this resolution be considered as a non-discretionary item at the third quarter budget review. This allocation will allow work to commence on the review of options as outlined in this report, and to initiate work on the “community hub” in SCC, consistent with Council resolutions.

6. Pursuant to Section 91(7) of the Local Government Act 1999, it is recommended that the Status Report – Sexton Development Project Report remain confidential and not available for public inspection until such time as all negotiations regarding the commercial development of the Sexton Carpark are finalised.

7. Pursuant to Section 91(9)(c) of the Local Government Act 1999, the power to revoke the order under Section 91(7)(a)&(b) prior to any review or as a result of any review is delegated to the Chief Executive Officer.

Mayor Aldridge moved Cr Woodman seconded CARRIED

The meeting moved out of confidence at 8.37 pm.

The meeting closed at 8.37 pm.
Update on Salisbury City Centre Renewal Governance Framework

This report provides a status update of the review of the operations and management of the Salisbury City Centre (SCC).

1. BACKGROUND

1.1. In November 2012, Council endorsed the formation of the Strategic Renewal Advisory Group of independent experts to “monitor the progress of the Renewal but more importantly, advise of innovation in the City Centre development and opportunities to improve the Renewal Strategy”.

1.2. The Strategic Renewal Advisory Group met on 9 May 2013 and identified several key areas of strategic importance to underpin the success of the renewal strategy. These included branding and positioning, city centre management, economic development and traffic and transport. Subsequently, a number of workshops regarding these topics were held in late 2013.

1.3. The Operations/Management of City Centre workshop was held in late September 2013 and facilitated by one of the Advisory Group Members, David West, Premier Retail Marketing. Mr West specialises in developing retail growth plans and managing main streets and retail centres.

1.4. The outcome of the workshop was for Mr West to liaise with Salisbury City Centre Business Association (formerly the Salisbury Town Centre Association) and prepare a report recommending some options for a governance structure moving forward.

2. CONSULTATION / COMMUNICATION

2.1. Internal

2.1.1. No internal consultation has been undertaken.

2.2. External
2.2.1. External consultation has been undertaken with the Executive Officer and Chair Person of the Salisbury City Centre Business Association (SCCBA) throughout the process.

3. REPORT

3.1. In response to the workshop outcomes, Mr West has been engaged to complete the gap analysis and review the governance model for the SCC. A copy of his Final Report is at attachment A and his Main Street Management Models are at Attachment B. In addition to this A Draft Business Plan has also been developed in collaboration with the SCCBA. The initial Business Plan is for a twelve month period to assist the Business Association to deliver some initial actions on behalf of businesses. Future Business Plans will be developed that extend over a 3-5 year period to allow longer term planning and budgeting.

3.2. The importance of the SCCBA in delivery of the economic agenda for the SCC is significant, and their role in business retention and attraction and marketing will play a key part in ensuring the economic potential for the centre is reached.

3.3. The report details the key principles for effective centralised management which are as follows:

- Businesses encouraged to vote for the selection of representative governing body members.
- Projects delivered by the business group should be derived from priorities identified by the business community through research.
- The business plan should be established for 3-5 years to allow programs to continue smoothly with progress measured and reported annually to the businesses.
- The levy funds raised must be directed at the business area the levy payers are operating in and guaranteed for longer than a 12 month period.
- The Association projects should not replace Council services.
- The business plan, goals, priorities and budget must be decided by the Association and the business community.
- The role of the manager will be closely linked to the projects and priorities identified in the business plan.

3.4. A review of the current operations has been undertaken and this is also detailed in the report with the following conclusion:

"The current process is not transparent to the contributors of the levy funds and the creation of an agreed business plan that is communicated through the business community is required to gain engagement and involvement from the various stakeholders.

The key elements that are missing from the current plan include the clear identification of objectives, funding and measurement. It is not clear what the vision is and what the group are trying to achieve."
4. **Key Elements**

4.1. Moving forward the report details the following elements which will be required by the SCCBA to ensure the above gaps are filled and the ongoing operation and management of the SCCBA is sustainable long term into the future.

4.2. The capability of the Business Association to achieve results will rely on the energy, capability and professionalism of Board Members. New members must be recruited to reinvigorate the management group. Note that at the recent Board election there was strong interest resulting in five new Board members, and a new Chairperson.

4.3. The Business Association needs to develop partnerships with key agencies and stakeholders.

4.4. The Business Association needs a strong, visible brand that is reflected in newsletters, the website, uniforms and advertising. An opportunity exists for a new City Centre Business Association brand to be created.

4.5. A clear concise business plan that includes objectives, goals, actions and measurement must be in place and annually reviewed and reported back to stakeholders within the City Centre precinct.

4.6. The Street Manager needs a diverse range of tasks that are reflected in the business plan priorities and actions.

4.7. The funds raised should be capable of delivering or facilitating the business plan actions.

4.8. Council support for the Business Association is important to complement service delivery to improve the chance of success. The four priority areas identified in the Business Plan include parking, security and safety, street environment and business retention and attraction. Each of these areas are covered by numerous actions within Council’s SCC Implementation Action Plan.

4.9. Monitoring and measurement will be recorded in a topline interim report each quarter.

4.10. Communication with the business community as a whole will encourage more active involvement.

5. **Main Street Models**

5.1. The determination of the above key elements was based on an analysis of delivery models for Main Streets detailed in Attachment B. The best option for moving forward for the SCCBA is the Hybrid Model and over time moving more towards the best practice model as the Association evolves.

6. **Draft Business Plan**

6.1. The Draft Business Plan has been developed by David West in collaboration with the SCCBA (Attachment C). The Draft Plan and budget aligns to the above key elements listed and will assist the SCCBA moving forward towards the new Hybrid Management Model shown in Attachment B.

6.2. The SCCBA reviewed the draft business Plan and the associated report at its meeting on the 25th June with David West in attendance and are happy with the
proposed direction. The proposed budget for the business plan is still under development by the SCCBA.

7. CONCLUSION / PROPOSAL

7.1. The review of the Operations and Management of the Salisbury City Centre has been completed by David West who has been engaging with the SCCBA throughout the process and basing his review and recommendations on the needs and priorities of the business community, as well as the analysis of best practice.

7.2. Moving forward it is the responsibility of the Salisbury City Centre Business Association and the precinct manager Chris MacDonald to ensure that the budget is aligned with the implementation of key projects in the Business Plan.

RECOMMENDATION

1. This information be received and that Council note the following key outcomes from the review of the Salisbury City Centre Business Association governance framework review:

   • Need for a clear and concise Business Plan which is reviewed annually and reported on to stakeholders within the City Centre precinct, with funds raised to be capable of delivery/facilitation of this plan.

   • Development of partnerships between the Business Association and key agencies and stakeholders.

   • Development of a strong, visible brand and improved communication with the business community as a whole.

CO-ORDINATION

Officer: EXEC GROUP
Date: 08.07.14

This document should be read in conjunction with the following attachments:
1. Attachment A – Operations and Management Report
2. Attachment B- Main street management models (David West 2014)
3. Attachment C – Draft Business Plan
1. INTRODUCTION

The success of shopping centre developments and surge in online retail has affected the viability of small businesses and retailers in City centres and main streets. The shopping centres, retail parks, outlet centres and homemaker centres have dispersed the retail offer all over the metropolitan landscape to the detriment of many small businesses in street precincts. Salisbury City Centre is competing with Hollywood Plaza, Elizabeth City Centre, Munno Para, Golden Grove, Tea Tree Plaza, Gepps Cross Homemaker Centre in addition to a newly proposed centre.

Shopping centres provide professional marketing and management programs to attract more shoppers and visitors and create a successful business environment for their small businesses. The centre marketing programs and staff are funded by a business contribution in the range of 5% of their base rent to a centre marketing fund for coordinated promotion and events to attract more customers. Large shopping centres have multi-million dollar marketing funds available for advertising and major events. Salisbury City Centre has a more limited fund available and needs to use this effectively to bring more customers and visitors to the main street. However areas of governance can be used in a mainstreet.

The level of vacancies in streets has risen across Australia as retailers face new challenges including increasing internet shopping. The retention of small businesses and the attraction of new businesses into the City Centre will require a strong focus on best practice initiatives to be sustainable. Council can take a strong leadership role in facilitating an environment that nurtures private sector and public sector partnerships.

2. MAINSTREET PROGRAMS AND SUSTAINABLE FUNDING?

Cities worldwide have been grappling with funding pressures, sponsorship, voluntary staff, governance models and main street programs to support their town centres. Mainstreet programs were successful in the 1970’s across the nation but many programs became lost and discontinued. There are variations of mainstreet levies, special rates and differential rates supporting business associations across Australia operating with varied levels of success.

A mainstreet program needs to involve business owners and property owners in more than just a simple advisory role. Owners are looking for meaningful partnerships and innovative ideas to provide stability and a vibrant business environment. They want to be engaged and take ownership of the program, management and implementation.
It is important to bring the private sector and public sector together in a partnership to attract more visitors and customers to destinations and to provide a higher level of amenity and service. The business group needs to be involved in direction of the City Centre by understanding the needs of business community, setting objectives and goals. The business plan will include these details to guide the City Centre forward for future years.

Businesses paying the separate rate levy should be closely linked to the business association management and the business plan for the City Centre. Engaging businesses in the levy area can be initiated by providing the facility for businesses to vote for the representative governing body members. Council can facilitate this process through an independent ballot system as a step towards a better governance practice. Council should allow the businesses to nominate and vote for board members in preference to Council appointed members of the board.

Extensive research of the levy area, identifying priorities, setting objectives and goals, setting budgets and implementing projects are all key elements of the business plan. Communicating this information to the business community is a critical part of the engagement process. The Association management is primarily responsible for this task and area representation or business category representation can increase communication levels.

3. BEST PRACTICE

The concept of town management, centralized management and business improvement districts are proving to be extremely successful in a wide range of settings, with small businesses, large businesses, retail areas, villages, towns and Cities.

It is well recognized that focussed and coordinated management of the business environment can improve results for small businesses and the economic development of main streets. While legislation is not in place for a full BID business ballot in Australia, the Salisbury City Centre Association can facilitate improved engagement of both property owners and business owners through more transparent governance. The business plan, objectives and measurable actions should be discussed and available to all businesses to ensure a cohesive agreement and understanding.

4. KEY PRINCIPLES

The key success factors of effective centralized management are:

- Businesses encouraged to vote for the selection of representative governing body members.
- Projects delivered by the business group should be derived from priorities identified by the business community through research.
- The business plan should be established for 3-5 years to allow programs to continue smoothly with progress measured and reported annually to the businesses.
- The levy funds raised must be directed at the business area the levy payers are operating in and ne guaranteed for longer than a 12 month period.
The Association projects should not replace Council services.
The business plan, goals, priorities and budget must be decided by the Association and
the business community.
The role of the manager will be closely linked to the projects and priorities identified in the
business plan.

REVIEW OF CURRENT OPERATIONS

On reviewing the current operations there was an urgent need for a City Centre Vision and detailed
Business Plan to explain the key priorities and objectives. The annual budget should be allocated
according to priorities and actions to be delivered. To address any funding shortfall to deliver the
priorities, the Business Association should professionally prepare a grant request or resource support
from Council.

Business Plan objectives should include critical actions such as increasing customer counts; attracting
more shoppers, improving the street environment, monitoring safer cleaner streets and reducing levels
of crime. Council needs to be engaged in the plan to ensure the small annual levy is not diluted into
delivering areas of Council responsibility. In some cases the Business Association will be responsible for
monitoring and supporting Council by leveraging the relationship with businesses.

The businesses within the levy area need to have a high level of understanding about the annual plan
and progress being achieved. Clear communication should celebrate the successes and achievements
while acknowledging the challenges. Developing a business plan that reflects the needs of the business
community will demonstrate that their concerns and issues are being managed for the benefit of all. The
lack of research has been identified as a weakness in the current situation. Key measurements and
progress can be determined through business research and customer research.

The key issues raised by the business community should be incorporated in the annual business plan,
objectives, goals and actions for delivery. The street manager should be highly focused on the actions
identified by the Association management group to achieve the set objectives. Due to the diverse nature
of the role it is often the case that spot fires and urgent needs redirect the attention of the manager
away from the business plan actions. The job description needs to target key areas of responsibility and
measured against these targets.

Currently the funding is based on an annual submission to Council for the levy to be applied to the area
and submitted to the Town Centre Association. There is an opportunity to establish a longer term plan
(i.e. 3 years) to maintain momentum of programs commenced in the City Centre. A more sophisticated
plan will be required to give Council surety and to gain support for additional resources or match
funding for projects.

The current process is not transparent to the contributors of the levy funds and the creation of an
agreed business plan that is communicated through the business community is required to gain
engagement and involvement from the various stakeholders.
The key elements that are missing from the current plan include the clear identification of objectives, funding and measurement. It is not clear what the vision is and what the group are trying to achieve.

**KEY ELEMENTS REQUIRED**

1. The capability of the Business Association to achieve results will rely on the energy, capability and professionalism of Board Members. New members must be recruited to reinvigorate the management group.
2. The Business Association needs to develop partnerships with key agencies and stakeholders.
3. The Business Association needs a strong, visible identity that is reflected in newsletters, the website, uniforms and advertising. An opportunity exists for a new City Centre BUSINESS ASSOCIATION brand to be created.
4. A clear concise business plan that includes objectives, goals, actions and measurement must be in place and annually reviewed and reported.
5. The Street Manager needs a diverse range of tasks that are reflected in the business plan priorities and actions.
6. The funds raised should be capable of delivering or facilitating the business plan actions.
7. Council support for the Business Association is important to complement service delivery will improve the chance of success.
8. Monitoring and measuring results and outcomes is required every quarter.
9. Communication with the business community as a whole will encourage more active involvement.

**OPERATION AND MANAGEMENT IMPROVEMENTS IN SALISBURY**

1. Survey the business community needs within the levy area (completed - March)
2. Summarise the key issues and priorities (completed - March)
3. Consult the business community about the survey results and the way forward (completed – AGM April)
4. Create a draft 2014/2015 Business Plan including projects that reflect the priorities (working on draft BP June – briefed Chris MacDonald, Nicole Aspinall the designer)
5. Allocate responsibility for projects to Council and the business group appropriately i.e. the small levy fund cannot deliver Council services. *(review final budget approved by Council)*
6. Allocate the levy funding according to the proposed projects. *(as per point 5)*
7. Ensure the manager’s job description is focussed on delivering key projects identified through action plans. *(to be reviewed)*
8. Enhance the Salisbury Town Centre Association image with a new brand i.e. Salisbury City Centre BUSINESS ASSOCIATION. (completed at AGM)

9. Consult the business community with the DRAFT Business Plan. (to be confirmed)

10. Facilitate new members to join the new Association. (Chris has already recruited some new members after the AGM)

11. Ask the business community to vote for nominated candidates. (maybe after the event now?)

12. Appoint the new members. (maybe after the event)

13. Finalise the Business Plan & Budget 2014/2015. (within total approved budget)

14. Communicate all details the business community and Council. (to be completed)

Appendix: preliminary results of the business needs survey conducted March 2014.

The business needs survey highlighted the important priorities according to the business community.

The priorities identified are:

1. Parking
2. Security/safety
3. Street environment
4. Business retention and attraction
5. Marketing and events
6. Professional governance

The priorities will be drafted into a 2014 – 2017 Business Plan after stakeholders and the business community have been informed and consulted further. The successful delivery of these priorities and objectives will rely heavily on a professional governance model that engages businesses, stakeholders and Council.
<table>
<thead>
<tr>
<th>Base model</th>
<th>Hybrid model</th>
<th>Best practice</th>
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</table>
| The business association bring ideas together to provide some **direction** and plan | Conduct business needs **survey**  
Identify **key priorities** to be addressed | Conduct business needs **survey**  
Identify **key priorities** to be addressed |
| **Usually a basic (1 year )** business plan in place  
May operate on a Council grant i.e. $20k or a Council raised separate rate levy | A (3 year) **business plan/budget** is developed from the business needs survey | A (5 year) **business plan/budget** is developed from the business needs survey |
| Council gives the group a **mandate** to spend the grant or levy funds  
Often not enough funding to deliver programs needed  
Often hard to engage business owners in an advisory committee role | Council gives the group a **mandate** to spend the grant or levy funds  
Businesses **vote** for the **Association Committee** members to represent them  
Council gives the group a mandate to spend the funds | Businesses in the precinct or defined area **vote** for the business plan and budget for 5 years through an **official ballot**  
Businesses give the group the **mandate**  
Appointed Board directors responsible for strategy and the management company |
| In some cases a levy is raised by Council  
Many main streets **do not have funding**  
Very difficult to achieve objectives without resources | A **levy** is raised from all businesses in the defined precinct and transferred to the business association with reporting conditions | A **levy** is raised from all businesses in the defined precinct and transferred to the management authority  
Due diligence through company procedures |
| Often **lack of a detailed business plan** and budget that has been communicated well to the businesses | **Objectives**, goals and action plans are in place to deliver the key priorities  
Communicate with businesses | **Objectives**, goals and action plans are in place to **deliver** the key priorities  
Communicate with businesses |
| Often **voluntary** group with limited funds  
Employ a part time manager | **Manager’s job description** closely linked to actions/priorities in the business plan | **Staff** focused on delivering the actions and priorities in the Business Plan  
Report to the Board of directors |
| Often stringent measures not in place | **Measure** progress and results against objective. Communicate success. | **Measure** progress and results against objectives. Communicate success. |
| **Association asks** Council for next year’s funds | Annually the businesses could **vote** to replace one or two retiring Committee Members | Businesses **vote again** after the 5 year term to continue or discontinue the management company. |
Salisbury City Centre Business Plan 2014/2015

TEXT

Front Cover –

Salisbury City Centre BUSINESS ASSOCIATION

Business Plan 2014/2015

Inside cover - Page 2

Governance

A message from Carol Bennett – Gasworks (Chair of the Salisbury City Centre BUSINESS ASSOCIATION)

“I have worked in the Salisbury City Centre for ....years. I am proud to represent you as Chair of your Business Association. We include all businesses and offices within the City Centre boundary and we ask you to be involved in the future development of the City Centre for the benefit of our community”

The business needs survey conducted with all businesses in the City Centre was supported by Council and the results helped us define the priorities for this coming year. At the public meeting in April we presented the results of the survey and conducted our AGM.

The key priorities you identified are:

1. Parking
2. Security and safety
3. Street environment
4. Business attraction and retention
5. Marketing and events

In addition we discussed the need for a professional governance model to ensure that businesses are well represented by the Business Association Committee and have a voice to Council and other key stakeholders. The success of the City Centre will be dependent on building successful partnerships and communication between the business sector, Salisbury Council and the community.

MAP of the levy area – City Centre

This business plan outlines the key project areas the Business Association and Street Manager will focus on this year. The Association will seek additional Council support throughout the year to deliver actions contained in the plan. The Committee may form various sub-committees during the
year and your input and support will be invaluable to deliver the best results for the City Centre. In 12 months-time we will report back on progress results.

The Street Manager will be your first point of contact and will report directly to the Business Association. Please read through the Business Plan and feel free to contact the Chair or Committee Members to discuss any areas requiring clarification. Newsletters and emails will keep you informed of activities and issues within the City Centre.

At the AGM we created a new name for ourselves to be consistent with the move from a town centre to a City Centre. Council materials and signage will also refer to the Salisbury City Centre to provide customers with one modern brand to relate to.

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**Priority 1. Parking**

Managing parking effectively in the Salisbury City Centre requires an effort from the retailers and business managers and their staff in conjunction with Council staff. If staff park away from busy shopping areas our customers will be given priority. It’s all part of customer service and giving customers and visitors the best we can.

Promoting available car parking areas is only effective if car parks are available more frequently due to a change in staff behaviour. Council can monitor and police staff leaving cars in customer parks regularly but if staff take the initiative the benefits for small businesses would be evident. The Street Manager can assist with education your staff of suitable long term parking areas.

The Business Association will work with the Street Manager to explore various promotion tools that assist customers and give them confidence in parking in the City Centre. Council will continue to explore additional parking options that satisfy short, medium and long term parking for customers, visitors and staff.

Map of preferred staff parking areas & priority customer parks i.e. along John Street

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**Priority 2. Security & safety**

Ensuring that customers feel safe in the City Centre is of utmost importance. Running a business in the centre should be a great experience for business managers and their staff. Supported by the Police and government agencies the Business Association will work towards a safer City Centre.

Businesses reporting crime and antisocial behaviour will be extremely important to supporting the communication network and improving the safe environment we expect on behalf of our customers and visitors. Reporting crime and sharing information is critical to reducing crime statistics and the cooperation of all businesses and office managers and staff can make a big difference.
The Street Manager can be contacted about your concerns and needs to ensure that crime prevention measures are available for your store and staff. The City Centre is represented by the Manager on safety and strategy committees to ensure your needs are considered. The SA Police are also very supportive of business precincts and customers and quality training and advice is available.

Maintaining a safe and secure environment for shoppers, families, staff, businesses and visitors is an ongoing priority for the Business Association, Council and the Police.

**Priority 3. Street environment**

*Clean and well presented .............*

Our street environment is important to us as businesses and our customers. A clean well-presented street with quality trees, plants and landscape improvements lifts the perception of the precinct for visitors. The recent investment by the Council in the Civic Square adds value to the public space used by our customers.

Property owners can contribute to the overall appeal of the City Centre through basic maintenance, painting and repairs of buildings, verandas and shop fronts. Council has introduced a program of new signage that helps customers find their way around the City Centre.

Issues affecting businesses and customers will be identified and worked through with the relevant staff.

**Monitoring results.............................**

Monitoring the cleanliness and maintenance of our street paths, signage, graffiti and trees will be the responsibility of Council, the Street Manager and the business community. You can do your part - a quick phone call to the Manager can often solve an issue very quickly. Ongoing measurement will be conducted to record progress and our survey in 2015 will highlight the improvements.

**Customer service..................**

Customer service standards can be improved if each store makes a commitment to provide the best quality service in the north. A friendly experience between customers and shop staff will build loyalty and provide a strong point of difference.
Priority 4. Business retention & attraction

Working with businesses and representing businesses to Council and Government is a key role of the Business Association. Considering the mix of shops and reducing vacancies is important in maintaining a sustainable City Centre that meets the needs of the community.

Business Advisory Service

Sometimes what you really need is good advice from a ‘real’ person. The Polaris Centre at Mawson Lakes provides a free business advisory service for people in all stages of business from starting up and growing to innovating, exporting and exiting. Bounce your ideas off our qualified business advisors in a free one-on-one session and get advice on the issues affecting your business. Call our free advisory service on 08 8260 8205 or make an appointment for a free face-to-face chat.

- Business Advice & Networking
- Coaching and Mentoring for Business
- Digital Economy

Attracting new businesses to the City Centre will be based around potential opportunities for small businesses within new City centre developments. The Council is working towards a stronger economy throughout the whole Salisbury Council area that will have flow on effects for businesses within the City Centre.

Salisbury’s economy has grown strongly over the past two decades. This growth has been fuelled by many factors including urban development projects such as Mawson Lakes, industrial investment in Edinburgh Parks, a burgeoning defence sector, the continued clustering of high-value services in Technology Park, significant growth in tertiary education, entrepreneurial individuals starting and growing business ventures and changing demographics creating new employment opportunities in health and community services.

Marketing & events
Development of a high quality City Centre Business Association website is now complete and more customer information will be added as the year progresses. Businesses are encouraged to provide offers and specials for customers and links to their own store website.

Log on to www.salisburycitycentre.com.au to discover our directory of specialty stores, special offers, events and activities and the latest news. The website works well on mobile devices and tablets so that customers can easily connect. Complementing the new website is a Facebook page where shoppers can exchange tips on their favourite places and connect with other like-minded people, as well as get up-to-the minute information on the stores and other businesses.

Marketing and promotions unique to the City Centre will focus on businesses and activities in the City Centre. The many small and unique businesses in the precinct create a customer offer that is different to surrounding centres. The separate rate levy raised from all businesses within the City Centre boundary will be utilise wisely to deliver beneficial programs throughout the year.

Events that attract crowds of people into the City Centre will be supported including the Christmas Pageant, Fringe Festival and Multicultural Festival. Events bring customers to the City Centre that may not have visited otherwise. Visitors often enjoy the experience and choose to come back again on a return trip. The additional pedestrian traffic past shop windows gives retailers the opportunity to display their products and services to a new audience. Offering great service also goes a long way.

Pics of the web front page, events, Christmas Pageant and more

Budget

<table>
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<tr>
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<tbody>
<tr>
<td>Parking Initiatives</td>
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</tr>
<tr>
<td>Security &amp; safety</td>
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<tr>
<td>Street environment</td>
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</tr>
<tr>
<td>Business attraction &amp; retention</td>
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<td>Marketing and events</td>
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<td>Governance &amp; administration</td>
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TOTAL BUDGET $
Attachment C

Chair of the Salisbury City Centre BUSINESS ASSOCIATION

Carol Bennett (Chair)– Gasworks 8482 5101

Chris MacDonald (Street Manager) – 8281 3202 / 0414 813 202

or email info@stca.com.au

Committee members

<table>
<thead>
<tr>
<th>Robert Mattiske – Mattiske Funerals</th>
<th>Councillor David Balaza – City of Salisbury</th>
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</thead>
<tbody>
<tr>
<td>Colin Martin – Colin Martin Real Estate</td>
<td>Julie Tilley – Bendigo Bank</td>
</tr>
<tr>
<td>Hayley Williamson – Salisbury Printer Cartridges</td>
<td>Manoj Bhindi – Cheesecake Shop</td>
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<td>Julio Codera – Café Amigo</td>
<td>David Stocbridge – REMAX</td>
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<td>Zia Musawi – Bamyan Rugs</td>
<td>David Haebig – Community Representative</td>
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<tr>
<td>Monica Mazzo – Carews Florist</td>
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ITEM                  SCCRSC2 (1)

SALISBURY CITY CENTRE RENEWAL SUB-COMMITTEE

DATE                  15 July 2014

HEADING               Salisbury City Centre Wayfinding/Signage Strategy Stage 2 Implementation

AUTHOR                Julie Douglas; Senior Social Planner; City Development

SUMMARY               This report provides a status update on the implementation and completion of Stage 2 of the Salisbury City Centre Wayfinding/Signage strategy.

1. BACKGROUND

1.1. One of the key desired outcomes of the Salisbury City Centre (SCC) Renewal Strategy is to improve visibility of the SCC and better communicate the services and facilities available within to passing traffic on Salisbury Highway and Main North Road; and improve vehicular and pedestrian wayfinding throughout the precinct. Council’s Signage Plan also highlights the need for enhanced directional signage for major destinations such as the SCC.

1.2. As a result, the SCC Wayfinding / Signage Strategy was developed to set out an overall strategy to signposting the SCC from outside the precinct, and to provide strategies to improve wayfinding within the precinct based on the SCC Structure Plan.

1.3. In November 2012, Council resolved to allocate $42,000 to implement Stage 1 of the SCC Wayfinding/Signage Strategy, which comprised:
   - Design and re-skinning of 3 gateway structures (located at the intersections of: Main North Road and Park Terrace; Park Terrace and Salisbury Highway; and Salisbury Highway and Gawler Street) to incorporate both corporate branding and SCC branding / directional signage;
   - Design and installation of a signage plate on the pedestrian bridge over Salisbury Highway, directing traffic to the SCC entrance (ie Salisbury Highway and Gawler Street intersection);
   - Design and installation of 5 pointer totems – finger pointer signs for drivers and pedestrians showing directions of key destinations placed at key intersections where decision points are; and
   - Removal of obsolete DPTI signs and installation of destination signs along State roads.

1.4. In March 2013, the Sub-Committee resolved that a further report be prepared for the December 2013 meeting detailing a proposed schedule and costs of new signage and other wayfinding improvements for the implementation of the SCC Wayfinding/Signage Strategy Stage 2, focusing on guiding pedestrians into and within the SCC.
1.5. In March 2014, the Sub-Committee resolved that the revised scope of works for Stage 2 and the revised budget projections for Stage 2 (noting it is still within the overall revised budget resolved by Council in February 2014) be noted and endorsed.

2. CONSULTATION / COMMUNICATION

2.1. Internal
2.1.1. City Infrastructure for design drawings, contents preparation, installation, maintenance of the signs.
2.1.2. Community Development for the application of SCC branding style guide.

2.2. External
2.2.1. Department of Planning, Transport and Infrastructure (DPTI).
2.2.2. Trio Solutions for design and installation specifications.

3. REPORT

Stage 2 Implementation
3.1. The following signs were designed, manufactured and installed as Stage 2 of the Salisbury City Centre Wayfinding/Signage Strategy Implementation:

3.1.1. Pointer Totems and directional blades at the following 8 intersections:
- Gawler and John Streets;
- Wiltshire Street and Park Terrace;
- Church and James Streets;
- Church Street and Park Terrace;
- Mary and Wiltshire Streets;
- Ann Street and Park Terrace;
- Commercial Road and Wiltshire Street; and
- Commercial Road and Park Terrace.

Whilst Council originally approved five pointer totems in November 2012, a total of nine were able to be installed within the budget due to a redesign of the totems and resultant cost reduction.

3.1.2. 5 Medium Directory Totems at the following intersections:
- Paternoster Row and Park Terrace;
- Church and James Streets;
- Pedestrian crossing, north of Commercial Road and John Street intersection
- Ann and John Streets; and
- Mary Street and Park Terrace.
3.2. An additional Pointer Totem was commissioned for the intersection of Mary Street and Park Terrace to replace the existing Pointer Totem and maintain consistency of Wayfinding signage along Park Terrace.

**Signage Plate on the Pedestrian Bridge over Salisbury Highway**

3.3. DPTI does not support the signage plate on the railway overpass on Salisbury Highway having directional information e.g. “400m right” or arrow symbols indicating the upcoming turn off.

3.4. Due to DPTI conditions, the sign can only be approved for branding purposes and not to direct people to the decision point intersection of Salisbury Highway and Gawler Street.

3.5. It is noted that an existing DPTI directional sign is located on the Salisbury Highway median strip immediately before the Gawler Street turn-off. The existing sign currently fulfils the Wayfinding/Signage requirement of directing people to the Salisbury City Centre at this decision point intersection.

3.6. Further discussion with DPTI engineers about the bridge signage installation process confirmed that installation procedures would need to include structural X-rays of the overpass bridge to determine the appropriate specifications to ensure the structure of the bridge is not compromised by the sign installation.

3.7. Consultation with the signage installation company indicated that the additional conditions required by DPTI would significantly increase the cost of the design and installation of the overpass bridge sign in the vicinity of $20,000.

3.8. As per the previous report in March 2013, it is proposed not to proceed with the signage plate on the Salisbury Highway overpass bridge due to the significantly increased cost; not being able to fulfil the purpose of being wayfinding/directional; and given DPTI are not supportive of a sign being installed on the railway overpass.

**Budget**

3.9. The total budget for Stage 1 and 2 Implementation is $136,000 (following the approved budget review).

3.10. The expenditure for Stage 1 Implementation totalled $42,000 for design and installation of signage and an additional $2,000 for internal labour and project management costs, totalling $44,000.

3.11. The expenditure for Stage 2 Implementation (including the reskinning of the gateway structure signage of $25,000) totals $65,000 for design and installation of signage and an additional $3,000 for internal labour and project management costs, totalling $68,000.

3.12. The total expenditure for Stage 1 and 2 Implementation is $112,000 for the design and installation of signage and an additional $5,000 for internal labour and project management costs, totalling $117,000.

3.13. This represents an underspend of $19,000 against the approved budget of $136,000, which will be returned as a saving to budget.

4. **CONCLUSION / PROPOSAL**
4.1. The 8 pointer totems and 5 medium directional totems proposed under the SCC Wayfinding/Signage Strategy Stage 2 Implementation have been installed.

4.2. It is proposed not to proceed with the signage plate on the Salisbury Highway overpass bridge due to the significantly increased cost; not being able to fulfil the purpose of being wayfinding/directional; and given DPTI are not supportive of a sign being installed on the railway overpass.

4.3. An additional 10 signs were provided to implement both stages of the Wayfinding / Signage Strategy with an underspend of $19,000.

4.4. Both Stages were delivered ahead of schedule.

RECOMMENDATION

1. This report be received.

CO-ORDINATION

Officer: EXEC GROUP
Date: 08.07.14

This document should be read in conjunction with the following attachments:
1. Attachment A – Final design for Street Pole (Pointer Totem), Large Directory Totem and Medium Totem signs
2. Attachment B – Large pedestrian directory totem, medium pedestrian directory totem, street pole sign pointer totem and directional blades pictures
Salisbury City Centre Wayfinding

Street Pole Sign ('Pointer Totem')

Large Directory Totem

Medium Directory Totem
Large pedestrian directory totem, medium pedestrian directory totem, street pole sign pointer totem and directional blades
ITEM  

SCCRSC3 (1)

SALISBURY CITY CENTRE RENEWAL SUB-COMMITTEE

DATE  

15 July 2014

HEADING

Bicycle Parking Bay

AUTHOR

Craig Johansen; Team Leader Landscape Design; City Infrastructure

SUMMARY

HCI (Healthy Communities Initiative) through the Cycle Salisbury program in association with Bike SA have lifted the exposure of the bicycle as an alternate mode of transport. To support this HCI are seeking approval for the installation of bike racks within the Salisbury City Centre which they are willing to provide out of their funding.

REPORT

1. HCI have funds to deliver infrastructure works to support their initiatives developed throughout the program. Cycle Salisbury was one of these programs which with the association, is able to continue beyond the funding for HCI which ceased at June 30th. Bike SA as part of its involvement in the Cycle Salisbury program undertook a survey which sought comment from the public as to hindrances to them cycling. End of trip facilities was noted as one hindrance.

2. This lack of end of trip facilities (bike racks) was highlighted during the Salisbury Secret Garden Fringe event, where the use of alternate transport was promoted for events within the Civic Square and the James St Municipal Offices.

3. The nearest location of bike racks within the City Centre is in front of the Len Beadell Library of which there are only two. This number is low for the City Centre where there is potential for high bicycle trip numbers due to the proximity of the Little Para Trail. Completion of the sealing of the Little Para Trail network as part of the City Wide Trails project all the way to Port Wakefield Rd Paralowie/ Parafield Gardens currently and planned future works to seal the trail east of the City Centre, will encourage increased bicycle use. The need for these facilities is also supported by the current Draft Cycling and Walking Strategy. It was established that this was consistent with a number of the City Plan objectives and as indicated a need put forward by users. Within the Strategy it is identified as a high priority action particularly in proximity to public transport availability.

4. HCI in discussion with Technical Services have identified this need and propose to provide a 12 bay parking device, see (Attachment 3) and other bicycle racks, see attachment 1 and 2 to install within the City Centre and other activity hubs within the City. A minimum of one (1) standard hoop type bicycle rack and one (1) Bike shaped bicycle rack proposed to be installed at the James St Municipal Office, in a prominent location that does not detract from the street address of the building.
5. HCI funding is able to purchase the bike racks, but will be unable to install the items as this will be after the funding agreement ends. Installation of the proposed elements within the City Centre will have an approximate cost of $10,000. The City Centre Early Wins budget line has been identified as a funding source for this work and at present there are sufficient funds to cover this.

CONCLUSION / PROPOSAL

6. The installation of bike racks within the City Centre has been identified through public consultation and within the Draft Cycling and Walking Strategy as a high priority need. Within the context of the Cycle Salisbury program, and the City Wide Trails project they are a necessary and important adjunct. Accordingly their installation as proposed meets the need and is evidence of Councils support for this sustainable mode of transport within the City.

7. The exact location of the 12 bay device will be determined via further consultation with the SCC traders, so that it can be installed in the optimum location for the City Centre Renewal.

RECOMMENDATION

1. Council note the information within the report.

2. Council approve the purchase of bicycle racks from HCI funding to be located within the City Centre and at the James St Municipal Office. Installation costs are from within the City Centre Early Wins budget.

3. The final location for the large Bicycle Parking Device to be developed in consultation with the Salisbury City Centre Traders. With installation costs being covered by City Centre Early Wins budget line.

CO-ORDINATION

Officer: GMCI GMCiD
Date: 10/07/14 10/07/14

This document should be read in conjunction with the following attachments:

1. Attachment 1 - Standard Hoop – Bicycle Rack type proposed for James St Municipal Offices
2. Attachment 2 - Bike Shaped – Bicycle Rack type proposed for James St Municipal Offices
3. Attachment 3 - 12 Bicycle Bay Device to be installed within the City Centre.
1. Standard Hoop – Bicycle Rack type proposed for James St Municipal Offices
2. Bike Shaped – Bicycle Rack type proposed for James St Municipal Offices
3. 12 Bicycle Bay Device to be installed within the City Centre.
This report provides an overview of the usage of the trial free Wi-Fi point in the City Square and an outline of potential factors to consider should additional free Wi-Fi capability be deployed elsewhere in the City.

1. BACKGROUND

1.1. On 24 February 2014 Council resolved:

   Staff report on the effectiveness of the installation of Wi-Fi capability within the City Square. The report to include:

   1. Consideration of ongoing provision of a Wi-Fi hotspot within the City Square, including costs associated with the ongoing provision of that facility to enable assessment as part of the 2014/15 Budget preparation;
   2. Costs associated with the installation/extension of Wi-Fi capability at key sites including Judd Street Lane Way, Twelve25, community centres, Council Office, Salisbury Recreation Precinct, recreation centres and other strategic locations across the City of Salisbury identified by Elected Members and/or staff;
   3. Opportunities for establishing partnerships or other formal arrangements with local businesses, service providers and other interested parties to continue and/or expand access to Wi-Fi capability across the City of Salisbury.

2. CONSULTATION / COMMUNICATION

2.1. Internal

   2.1.1. Consultation was undertaken with Council’s Information Technology staff, Manager Libraries and Community Centres, Manager Urban Policy and Projects

2.2. External

   2.2.1. Discussions were held with staff managing the AdelaideFree Wi-Fi Network in the former Department of Further Education, Employment, Science and
technology; potential service providers; Salisbury City Centre Traders Association; and NBNCo.

3. REPORT

3.1. The Wi-Fi hotspot trial for John Street commenced on 23 February 2014, timed to coincide with the Salisbury Secret Garden launch. There was no promotion of this service other than the signage provided as part of the City Centre Revitalisation initiative.

3.2. As expected, the initial uptake of the service was slow commencing at around ten connections per day. It now averages 62 people per day with peaks of approximately ninety people per day.

3.3. In the absence of clear specified objectives for the trial it is difficult to assess its effectiveness against any predetermined criteria, however it is understood that this usage compares favourably to new Wi-Fi nodes located in other suburban locations. The increasing level of usage, as well as feedback obtained from the community in the development of Council’s Digital Strategy (that the expansion of Wi-Fi access points is seen as a priority), indicates that significant growth potential exists.

3.4. Outside of library services, Australian municipalities have been slow to offer free Wi-Fi services compared to their counterparts in Europe and the United States. However an increasing number of Councils are now establishing free community Wi-Fi nodes, and in some cases networks. The strategic rationale given for installing Wi-Fi access points are diverse and include enriching community life, attracting tourists, fostering economic activity, enhancing public safety, providing communication and marketing portals, connecting communities, closing the digital divide, activating public space and servicing the needs of city employees.

3.5. Council does not currently have a consistent corporate approach to the provision and management of Wi-Fi nodes within its sites. In response to service needs, locations such as Twelve25, Community Centres, libraries and the Polaris Centre have Wi-Fi capability. In most cases access is limited to staff and volunteers, centre users and program participants rather than the general public. The quality of these services is variable. There is also staff only Wi-Fi inside James Street and Cross Keys facilities managed and maintained by the City of Salisbury.

3.6. The cost of installing additional or expanding Wi-Fi capability is dependent on the approach taken in regard to the ownership of network assets and operational roles. Broadly, three different network models exist:

- **Council owns and operates the network and a third party supplies Internet connectivity.** Council’s internal IT department fulfils network operator duties. If the service is large, with multiple access points, then this can require the addition of staff to manage the service.

- **Council owns the network but third parties operate it and supply Internet connectivity.** Council still retains a large degree of control, but takes a less technical and more administrative role.

- **Third parties deliver all the primary network roles owning, operating and supplying Internet connectivity.** Council retains a small amount of control in
exchange for leasing rights of way and other assets. For example, cities can set filters on inappropriate content and provide information portals. This offers the least amount of control over the service, yet it is attractive to cities as there are minimal capital or operating costs.

3.7. The New Initiative Bid for $16,000 in the 2014-15 budget to provide Wi-Fi in the City Square and John Street was based on council providing enough points to cover the John Street precinct and provide the backhaul to the internet. The pricing was based on using the technology used by the trial and assumes Council ownership.

If Council use the same technology as a managed service and enter into a contract over a 36 month period it would cost between $2,000 per annum for one access point (minimum) up to $6,700 per annum for five access points covering one area. Therefore if this technology is deployed at the locations suggested it may have a per annum cost in the vicinity of:

- Judd St (may be covered by the John St extension, but if not then $2,000).
- Twelve 25 allowing for two points $3,000.
- Community centres again depending on the number of points. One point $2,000, two points $3,000 and three points $4,500 per centre.
- Recreation precinct per Community Centres.
- Council Office (may be able to use existing infrastructure, but if not one point for $2,000).

Additional costs would be incurred if on-site promotion of free Wi-Fi availability was undertaken.

3.8. Other providers may deliver solutions at a different pricing structure or delivery model to the above. Providers have indicated an interest in partnership opportunities. The potential to partner is possible but will depend on what restrictions both parties are willing to accept (advertising, access restrictions, branding, etc). A partnership approach may reduce costs to council.

3.9. The Salisbury City Centre Business Association indicated a general awareness amongst traders about the potential benefits of free Wi-Fi in the Civic Square and John Street areas. A shared or partnership approach that included a contribution from traders would be worth further discussion with that group. The Association indicated that a partnership or shared approach to free Wi-Fi, if paired with digital education, could result in benefits for participating traders. Such digital education could be provided through the Polaris Centre.

4. CONCLUSION / PROPOSAL

4.1. The trial Wi-Fi hotspot within Civic Square received an acceptable level of usage given the limited level of promotion it received. The expansion of Salisbury’s public Wi-Fi network is likely to be increasingly utilised given that usage steadily rose and consultation for the Digital Strategy indicated that free Wi-Fi hotspots are considered to be important elements of a digital community.

4.2. The 2014-15 budget contains sufficient resources to cover John Street, however further expansion would require additional budget consideration. Optimisation of coverage for James Street may require the existing trial point to be moved.
4.3. While continuation with the existing provider would expedite the installation of additional points in the Salisbury City Centre, other providers in the market may offer alternative approaches and solutions.

4.4. Regardless of which solution is actually selected through a procurement process, that solution should deliver a consistent approach (both for the end user and Council staff) across the initial sites and be able to be scaled up should Council identify additional locations for deployment.

4.5. The review confirms interest and support for expanding access to free Wi-Fi services. Options for provision of the service will be explored further with the market through the procurement process associated with the approved New Initiative Bid in the 2014-15 Budget.

RECOMMENDATION

1. Council note this report.

2. That options for delivery of an expanded free Wi-Fi network in Salisbury City Centre and in key Council facilities be explored further in the procurement process for the provision of free Wi-Fi approved in the 2014-15 New Initiative Bids, within the budget allocation.

CO-ORDINATION

Officer: EXEC GROUP
Date: 08.07.14
This report provides an update of the Early Wins Program.

BACKGROUND

1. The Early Wins Program was established in January of 2013 to help continue the momentum that was gathering as part of the Community Consultation phase of the Salisbury Renewal Project and to ‘fill the gap’ between when the Renewal Strategy was launched and when large capital investments were to be initiated.

2. The Program sought to collate the suggestions made by the community, business owners and other stakeholders and to then go about achieving some of the tasks associated with these ‘early’ or ‘small’ wins.

3. Funding of $42,000 was initially allocated to the Early Wins Program, which sought to support some of the initiatives and improvements that had been identified.

4. In June 2013 Council approved an additional funding of $20,000 for Early Wins in the 2013/2014 budget.

CONSULTATION / COMMUNICATION

5. Internal

5.1.1. The Early Wins Program has resulted in consultation internally with a variety of Council sections as required and has been officially reported through the Salisbury City Centre Renewal Sub-Committee.

6. External

6.1.1. The Early Wins Program has collaborated strongly with the Salisbury City Centre Business Association (formerly Town Centre Association) and individual traders and land owners.
7. The attached spread-sheet is a summary of the actions which have been completed as part of the Early Wins Program and also identifies those that are pending or near completion. Not all of the projects listed were funded directly through the Early Wins Program but have been included as they have been generated out of the SCC Renewal Project.

8. Key projects funded from the Early Wins Program budget include:
   - Judd Street laneway upgrade;
   - Surface upgrade of Judd Street car park;
   - Food brochure;
   - Upgraded bus stop seating;
   - Upgraded bus stop canopy;
   - Upgraded library façade;
   - Installation of bike parking racks;
   - Quarterly city centre newsletters;
   - Tree guard removal on John Street;
   - Upgraded pedestrian crossing on John and Gawler Streets;
   - Upgraded landscaping on John and Gawler Streets;
   - Graffiti removal; and
   - Removal and redesign of waste storage bins.

9. John Street Outdoor Furniture Project
   9.1.1. The John Street outdoor furniture project is the significant Early Wins current initiative underway.
   9.1.2. This project arose as a result of the Judd Street Laneway upgrade, which has contributed to renewed activity in and around the Judd Street / John Street vicinity.
   9.1.3. The aim of outdoor furniture project is to support this increased activation by installing footpath seating / dining furniture and energy absorbing traffic bollards on the kerb protuberance at the Judd Street / John Street pedestrian intersection. The installation phase of this project is scheduled to proceed in July 2014, utilising funds committed from the 2013/2014 budget.
   9.1.4. The project was informed by community consultation conducted as part of the Salisbury City Centre Renewal, and was developed in consultation with the Salisbury City Centre Business Association and traders in the vicinity of Judd Street. Nearby traders have expressed willingness to provide service to patrons using the outdoor dining furniture.
   9.1.5. It is anticipated that by facilitating an increase in outdoor dining, this may stimulate similar investment from other businesses within the Centre.
9.1.6. The Early Wins budget allocated to the John Street Outdoor Furniture project is $19,000 to cover the cost of existing furniture relocation, furniture supply and delivery, installation and project management.

9.1.7. An additional $10,000 has been allocated from the minor traffic works budget for the supply, delivery and installation of the energy absorbing traffic bollards.

10. **Bicycle Parking Bay Project**

10.1.1. A separate report in the agenda outlines a current project which aims to provide a 12 bay parking device in the parallel parking area in John St on the southern side of the Civic Square. The intent is to fund these facilities from the balance of the 2013/2014 budget.

11. **Budget**

11.1.1. The budget allocated to the Early Wins project comprised of an initial allocation of $42,000 and an additional $20,000 allocated from the 2013/2014 budget, providing $62,000 in total.

11.1.2. Initiatives detailed in paragraph 8 of this report have totalled $23,000.

11.1.3. The John Street outdoor furniture project has been budgeted to cost $19,000.

11.1.4. The bicycle parking bay project installation (subject to Council approval) has been budgeted to cost $10,000.

11.1.5. This leaves a total of $10,000 in the Early Wins budget, which will be carried forward into the 2014-2015 financial year to undertake early wins projects as identified.

**CONCLUSION / PROPOSAL**

12. The Early Wins Program has achieved a significant amount of smaller initiatives and improvements and has been successful in building stronger relationships with the Salisbury City Centre Business Association and local traders. The Program has been an important part of renewing the Salisbury City Centre and ensuring that the SCC Renewal Project remains visible and responsive to community and trader feedback.

**RECOMMENDATION**

1. That the report be received, and the projects funded to date through the Early Wins Program budget be noted.

**CO-ORDINATION**

Officer: EXEC GROUP
Date: 08.07.14
This document should be read in conjunction with the following attachments:

1. Attachment A – Early Wins Project Spreadsheet
2. Attachment B - Concept Plan
3. Attachment C - John St Site
4. Attachment D – Early Wins Project Outcomes Pictures
<table>
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<th>Early Wins Program</th>
<th>Status</th>
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<tbody>
<tr>
<td><strong>SIGNAGE</strong></td>
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<tr>
<td>Achieve consensus on formalised marketing of Town</td>
<td>Complete</td>
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<tr>
<td>Centre Traders Association</td>
<td></td>
</tr>
<tr>
<td>Encourage and recognise facade/signage upgrades of local</td>
<td>Spaceland, Ducker</td>
</tr>
<tr>
<td>businesses</td>
<td>Physio, Gasworks</td>
</tr>
<tr>
<td>Project Description</td>
<td>Status</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Installation of additional bike parking in the SCC</td>
<td>Feasibility study undertaken. Pending Exec/Sub-Committee approval to proceed</td>
</tr>
<tr>
<td>Upgraded pedestrian crossing and associated landscaping - Gawler/John Streets</td>
<td>In construction</td>
</tr>
<tr>
<td>Re-coat graffiti covered ETSA box in John Street</td>
<td>Complete</td>
</tr>
<tr>
<td>Upgraded library facade</td>
<td>Complete</td>
</tr>
<tr>
<td>Upgraded seating and canopy for library bus stop</td>
<td>Complete</td>
</tr>
<tr>
<td>Removal of tree guards along John Street (reduce clutter)</td>
<td>Complete</td>
</tr>
<tr>
<td>Bird spikes installed on clock tower</td>
<td>Complete</td>
</tr>
<tr>
<td>Repair and painting of existing street furniture</td>
<td>Complete</td>
</tr>
<tr>
<td>Improve maintenance regime for cemetery</td>
<td>Complete</td>
</tr>
<tr>
<td>Improved verge trading display (includes improved signage and product display)</td>
<td>On-going</td>
</tr>
<tr>
<td>Cleaning out of silt within Little Para and Pitman Park</td>
<td>Complete, with on-going maintenance</td>
</tr>
<tr>
<td>Wayfinding signage strategy implementation - Stages 1 and 2</td>
<td>Complete</td>
</tr>
<tr>
<td>Civic Square Wifi Trial</td>
<td>Complete</td>
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</table>

**CAR PARKING**

| Surface upgrade of Judd Street car park | Complete |
| Informal communication with traders regarding long-term parking options | On-going |

**COMMUNITY**

<p>| Super Saturday event held by owners of Spaceland Arcade | Complete |
| Buskers Policy | Investigations underway |</p>
<table>
<thead>
<tr>
<th>City Centre Newsletter</th>
<th>Quarterly editions issued</th>
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<tbody>
<tr>
<td>Food Brochure - advertising and promoting food businesses within the City Centre</td>
<td>Complete</td>
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<tr>
<td>Working with OPAL to develop place-activation activities for the City Centre</td>
<td>On-going</td>
</tr>
<tr>
<td>Salisbury Secret Garden Fringe Festival</td>
<td>Complete - Evaluation underway as to future years</td>
</tr>
</tbody>
</table>

**TRADERS ASSISTANCE**

| Outdoor dining promotion and facilitation   | Design phase complete, construction commencing. |
| Database for all traders within City Centre | Complete                                         |
| Relationship building with local traders   | On-going                                         |
Judd Street Laneway Project - Before

Judd Street Laneway Project - After
Spaceland Corner Storage Bins Project - Before

Spaceland Corner Storage Bins Project - After
Clocktower Bird Spikes Project - Before

Clocktower Bird Spikes Project - After
Eating Out and Newsletter Projects

Wayfinding Project