

**STRATEGIC GROWTH FRAMEWORK –
WATERLOO CORNER AND BOLIVAR
CORRIDOR**
STAKEHOLDER ENGAGEMENT PLAN

Prepared for:
City of Salisbury

Date:
19/04/2022

Proprietary Information Statement

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1 Purpose & Format of the Engagement Plan

This engagement report has been prepared by Holmes Dyer for the City of Salisbury.

The purpose of this engagement plan is two-fold as described below:

- Purpose 1 – The Stakeholder Engagement Plan has been prepared to outline the engagement approach, objectives, scope of influence, key messages and map the stakeholder and affected community for the study area. This engagement plan will be used to manage the consultation and stakeholder input into the preparation of the Strategic Growth Framework – Waterloo Corner and Bolivar Corridor Report.
- Purpose 2 – The Stakeholder Engagement Plan has been prepared in a format that aligns with the Planning & Land Use Services Community Engagement Charter and in a format that will be required as part of any future Code Amendments that may be recommended as an outcome of the Strategic Growth Framework.

While the engagement plan addresses the standard areas required by the Community Engagement Charter and general requirements as set out in Section 73(7) of the *Planning, Development and Infrastructure Act 2016* (the Act), it is anticipated that any future Code Amendment would have regard to this engagement plan and update as required to respond to the individual Code Amendment, nominated Designated Entity and ensure the legislative compliance under the Act.

At a minimum, it is recommended that any future Code Amendment Engagement Plan should extract and update as appropriate the community and stakeholder mapping and engagement approaches included within the document. This will ensure a coordinated approach and consistent messaging to key stakeholders is adopted and ensure a high quality, consistent and fully informed engagement outcomes are achieved in guiding redevelopment of the Waterloo Corner and Bolivar Corridor Study Area.

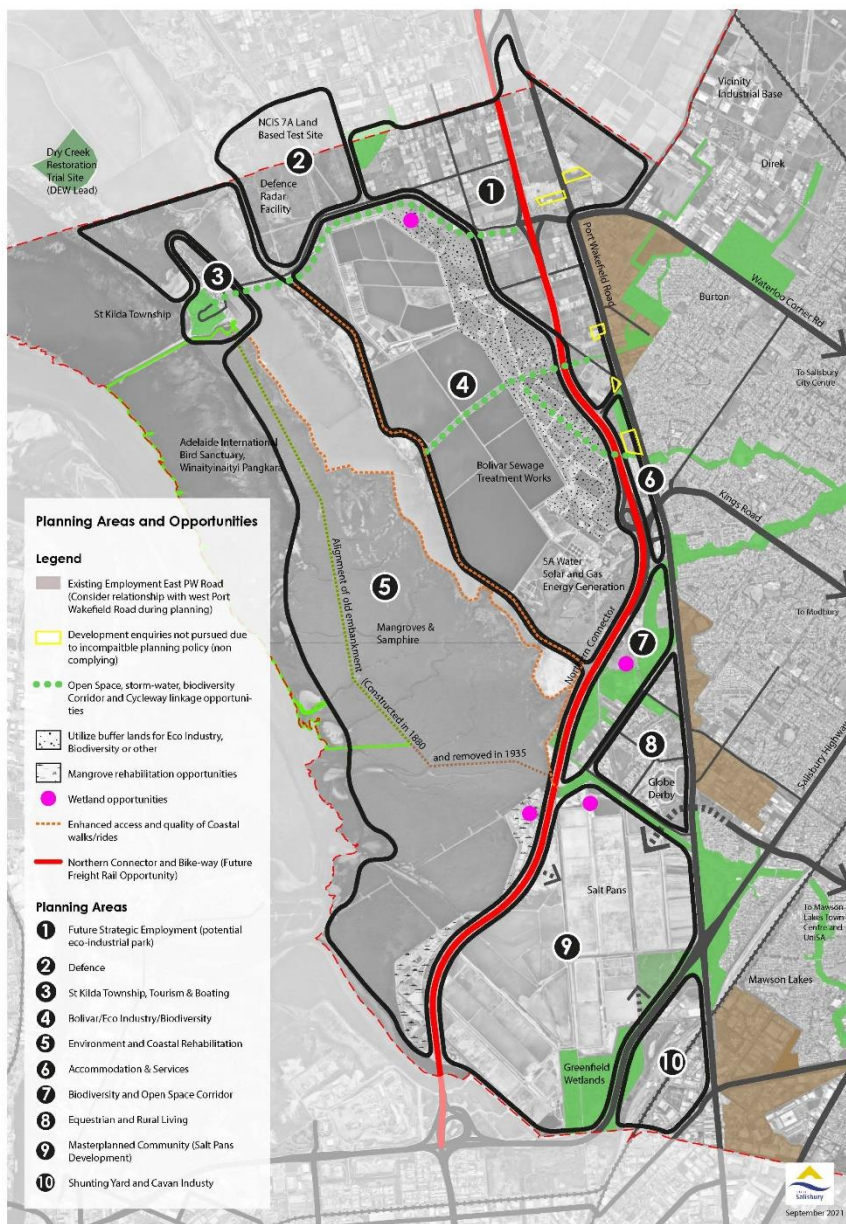
While generally aligned to the *Community Engagement Charter – April 2018* released by the State Planning Commission, the content of this engagement plan has also considered the requirements as set out in the *City of Salisbury - Community Consultation Policy* which has been prepared in accordance with Section 50 of the *Local Government Act 1999*.

2 Background Information

2.1 What is the Strategic Growth Framework?

The City of Salisbury City Plan 2035 has a critical action to open new economic growth and development opportunities in a coordinated manner for the land west of Port Wakefield Road. Across 2021, Council staff undertook a high level planning exercise which identified 10 key planning areas for the area west of Port Wakefield Road as identified on Figure 1.

Figure 1. Planning Areas and Opportunities City of Salisbury Plan September 2021



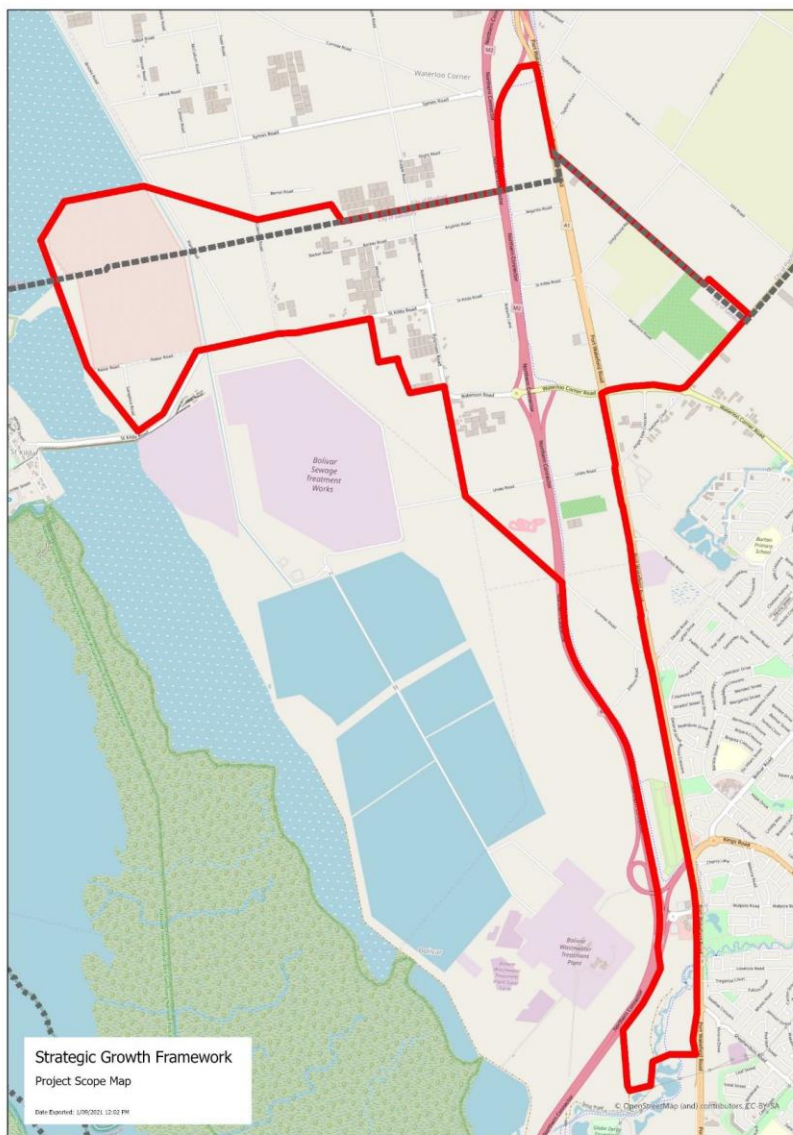
The Strategic Growth Framework seeks to build on the high-level planning work already completed by the City of Salisbury to develop a structure plan at a precinct-by-precinct level for a priority target area of the overall planning area, being specifically:

- Planning Area 1 – Future Strategic Employment (potential for an eco-industrial park)
- Planning Area 6 – Accommodation and Services
- Part Planning Area 7 – Biodiversity and Open Space Corridor lands north of the Little Para River (sites fronting Port Wakefield Rd will be considered for employment)

The planning area covers a total land area in the order of 950 hectares and approximately 280 individual land parcels.

The Study Area for the Strategic Growth Framework – Waterloo Corner and Bolivar Corridor is shown in Figure 2.

Figure 2. Strategic Growth Framework Investigation Scope Map – City of Salisbury September 2021



The balance of the Planning Areas has existing projects/investigations or level of priority that is being progressed outside the Strategic Growth Framework but would likely involve a common set of key stakeholders.

2.2 Why is this Strategic Growth Framework required?

The study area land is currently zoned Rural, Open Space, Caravan and Tourist Park, Deferred Urban and Rural Horticulture.

The City of Salisbury City Plan 2035 identifies the need for strategic planning in this area in response to several infrastructure and land use planning changes within and surrounding this land over recent years. Specifically, the following influences were identified by the City of Salisbury as part of the early project scoping:

- Northern Connector completed in 2020 which improves access to parcels between Summer Road and Council's northern boundary.
- The Rural Aircraft Noise Development Plan Amendment (DPA) which sought to rezone the existing Rural zone at Diment Road to Industry was discontinued due in part to the infrastructure costs required to facilitate bringing this land to market.
- Increasing volumes of private sector enquiries to develop parcels within the area for industry and commercial rather than horticultural uses due to the proximity to the Northern Connector and Port Wakefield Road.
- Increasing enquiries from planning consultants on behalf of landowners in relation to rezoning multiple land parcels.
- Pressure for urban development with increasing unauthorised development of land in the area for non-horticultural uses
- Significant increase in sales and development activity within Edinburgh Parks and the Vicinity Industrial Base demonstrating the strength of the employment offer in Salisbury and Playford in the current economic climate and because of the significant infrastructure investments.
- No immediate plans to develop the Dry Creek Salt Fields land which may have included commercial activities requiring alternate land offerings to be identified to meet this potential demand.
- Globe Derby Park commercial development initiatives (GIC land plus FUG preliminary analysis for South Australian Harness Racing Club (SAHRC)) has commenced that will need to be coordinated with recommendations across the broader precinct.

The City of Salisbury has an objective to transition this area towards employment zoned land (if found appropriate through the Strategic Growth Framework investigations) in a coordinated way through, the forward planning of infrastructure requirements and staged investment that supports orderly land use changes and economic development outcomes.

The current 30 Year Plan for Greater Adelaide (2017) identifies the area west of Port Wakefield Road for:

- Future urban growth area (unzoned) on for the Dry Creek Salt Fields (Planning Area 9 outside the scope of the Strategic Growth Framework).
- Rural Living at Globe Derby (Planning Area 8 outside the scope of the Strategic Growth Framework)
- Future freight railway link along the Northern Connector Corridor (Traverses Planning Area 1, 6, 7 and 9 including land within the Strategic Growth Framework Scope.
- Terrestrial Nature Protection Area encompassing the mangrove and Barker Inlet (Planning Area 5 and 7 including land within the Strategic Growth Framework in respect to the bio-diversity corridors that connect to this significant State Protection Area.
- Ensure land use planning in and around the district aligns with projects for industry growth and revitalisation and anticipated by the Northern Economic Plan.

The State Government have announced the new Regional Plans will start being developed in 2022 and will replace the current 30 Year Plan for Greater Adelaide. At this stage it is unclear what the timing for metropolitan regional plan will be but likely they will be developed after areas outside metropolitan Adelaide, it is assumed based on

the available information that the metropolitan Regional Plan is likely to be completed in 2023/24. The Strategic Growth Framework will be a key input to the regional planning process. By proactively preparing the Strategic Growth Framework in 2022, Council will be in a position to inform the scoping and background investigation for the Greater Adelaide Planning Region. In addition, the precinct planning, technical investigations, infrastructure requirements and final land use recommendations can directly inform the precinct level recommendations within the Greater Adelaide Regional Plan and “streamline” future Code Amendments.

2.3 What does the Strategic Growth Framework hope to achieve?

The Strategic Growth Framework hopes to achieve the following objectives:

- A fully informed, consolidated and coordinated growth framework for the area, to inform future Council decisions relating to more detailed infrastructure planning budget requirements and the orderly sequencing of Council and Proponent led Code Amendments.
- Potential infrastructure agreement requirements
- Economic Growth and Job creation
- A planning framework to inform the State Government’s future Regional Plan process

2.4 Are there any existing strategies, reports or plans relating to the Study Area?

There are several existing reports and strategies relating to the affected area, that will be considered and expanded as part of the Strategic Growth Framework, notably.

State Government

- The Strategic Growth Framework will consider the direction as set out within the [State Planning Policy](#) and [30 Year Plan for Greater Adelaide volume of the Planning Strategy](#). Importantly, one of the purposes of the Strategic Growth Framework will be to inform the City of Salisbury advocacy for growth in this sector of the City of Salisbury as part of the update to the 30 Year Plan for Greater Adelaide (new Regional Plans) that will be started in 2022 and led by the State via Planning & Land Use Services.
- The [Northern Adelaide Economic Plan](#) and [Directions Paper](#) released in 2016 is no longer active and has not been replaced but provides some background information into the regional profile. To fill this void, the City of Salisbury commissioned an independent Economic Vision for Salisbury, referenced below.

Local Government

- [City Plan 2035](#), Council’s Lead Strategic Plan that identifies as a critical action a future planning requirement for a Structure Plan across the land west of Port Wakefield Road to open new development opportunities, while preserving the existing character of Globe Derby and St Kilda. This Strategic Growth Framework forms a critical input to this Structure Plan for three of the key planning areas.
- [Bio-Diversity Corridors Action Plan](#) – Produced by the City of Salisbury 2009, includes background information on the environmental and ecological corridors that run through the study area and unique environmental areas that require protection.
- [Northern Connector Land Use and Transport Study \(Draft\)](#) was prepared by infraPlan for the former Department of Planning, Transport & Infrastructure in 2016.

This document was never finalised but is useful to the context of the Study Area providing background investigations that include some investigations relating to existing conditions, previous consultation, land use scenario modelling, industrial land supply and demand, land preparation requirements including some modelling and infrastructure analysis.

Much of this work is still relevant and will be updated and considered as part of the preparation of the Strategic Growth Framework. Noting that further detailed investigations relating to traffic, infrastructure servicing, environmental and land development suitability, will likely be required to support future Code Amendments, building on the work completed as part of the Strategic Growth Framework Study.

- Greater Edinburgh Parks and St Kilda Stormwater Management Plan – a joint study produced in 2020 between City of Salisbury and City of Playford relating to current and future stormwater management.
- Economic Vision for City of Salisbury – Deloitte Study dated 2019, contains a range of updated economic and demographic profiles for the Salisbury Employment Land, and identifies the criticality for forward planning for consistent and coordinated development for the land west of Port Wakefield Road, part of which is the subject of this Strategic Growth Framework.

2.5 What have any past engagement processes (if known) identified about the Study Area?

There have been no formal engagement consultation processes over the study area to date, however a number of general enquiries relating to both development applications and potential future Code Amendments have been received by the City of Salisbury staff.

The location and type of enquiry received across the last five years has been recorded by the City of Salisbury, with each of these high interest stakeholders to be reapproached as part of this proposed engagement, to understand their intent and potential timing for investment decisions. This will enable clusters of interest to be identified that will directly influence the potential grouping and prioritisation of Code Amendments or infrastructure investment (both private and Council) that may be represented in the Strategic Growth Framework Action Plan, refer to Appendix 1, noting that the information contained within this enquiry mapping should be considered as confidential and not distributed outside the City of Salisbury.

3 Engagement Approach

3.1. Overview

The engagement approach proposed for the Strategic Growth Framework is to build clarity and consistency of the current state, next steps, and future decision points across the City of Salisbury organisation and amongst the affected landowners.

This engagement plan generally aligns to the format and detail that will be required for any future identified Code Amendments undertaken by a private developer (whether that be an individual landowner or collection of landowners) or the City of Salisbury. Any future processes for amending the Planning and Design Code is set out in the Act. The Act requires public engagement to take place in accordance with the Community Engagement Charter. The engagement plan is required to apply the principles of the Community Engagement Charter and be endorsed by the State Planning Commission/Minister as appropriate prior to implementation.

3.2. Engagement Purpose

With this context the purpose of this engagement can be summarised as per below:

- Raise community awareness on the Council's intent to investigate future growth of the development of land west of Port Wakefield Road.
- Raise community awareness of the process and extended timing for any future proposal to rezone the land and the role that State Government, Council and the Landowner will play in this future process.
- Establish pathways for communication between Council, community and stakeholders, adjacent Councils, State Agencies and Utility providers.
- Provide clarity on the triggers, hurdles and detailed investigations that will be required to support the consideration of a more intense form of development or rezoning to ensure orderly development.
- Inform landowners or developers of the Planning & Design Code process for Code Amendments as it relates to the Strategic Growth Framework
- Provide information about range of rezoning and infrastructure options and what they will enable/mean for the affected locality.
- Enable the community to seek clarification and provide their feedback regarding the proposal at an early strategic level.
- Close the loop for participants of the consultation in how future decisions will be made regarding the Strategic Growth Framework, including how feedback from participants during the consultation process informed the study outcomes.
- Position future Code Amendments to efficiently design and deliver an engagement process that meets the requirements of the Act and the associated Community Engagement Charter.
- Ensure that a coordinated plan for consultation occurs between the Strategic Growth Framework phase and future Code Amendments and avoid duplication or misalignment.

3.3. Scope of Influence

Aspects of the project which stakeholders and the community *can* influence are:

- Provision of feedback on their own personal investment timing and intent for consideration in Council's planning for prioritisation and investment within the study area.

- The land-use and zoning that may be recommended for future implementation, noting that this will be subject to future Code Amendment process and the associated technical investigations.
- Identification of gaps relating to transport, stormwater, interface impact, infrastructure, service and augmentation capability that require technical investigation and funding negotiations
- Refinements to the future engagement plan, within the bounds of the legislative Code Amendment Process, as appropriate to support the different phases of the study.

Aspects of the project which stakeholders and the community *cannot* influence are:

- The geography of the Affected Area and decision of Council and Service Authorities relating to the investment of upgraded infrastructure required to support an increased intensity of development (except where the private development proponent is prepared to contribute to all or part of this required infrastructure to bring forward timing.
- The standard policies and wording contained in Zones and Overlays in the Planning and Design Code as may be recommended for application to part of the study area via a future Code Amendment.
- The timing for investment decisions of adjacent neighbouring land owners investments.

3.4. Key Messages

The following messaging will underpin the engagement regarding the Strategic Growth Framework:

- The Strategic Growth Framework is a high level strategic planning exercise, that will provide guidance to Council, State Government, Service Authorities and Landowners on potential staging of precincts within the study area, infrastructure requirements, a structure plan, economic rationale and a pathway for future rezoning.
- Provide clarity of the timelines and infrastructure agreements that will be involved in any changes to the zoning and/or development capacity of an individual site so as to manage expectations of parties within this area.
- Manage expectations on future development timelines and potential, in line with Council process and upcoming regional planning from the Attorney General's Department.
- Provide clarity for all parties to inform future investment decisions and forward budget estimates.
- A collaborative process, with Council taking a lead strategic planning role to provide a framework that can bring together State Government, Service Authorities and local landowners to ensure the highest and best outcome for all involved.
- Provide clarity on the next steps, responsibility and consultation processes that will occur prior to any legal changes being made to the relevant zoning under the Planning & Design Code
- Any individual consultation task set out in this plan will occur for at least 21 days (as per Councils engagement policy) but a period of four (4) calendar weeks, or more is envisaged for the majority of engagement tasks.

4. Stakeholder and Community Mapping

Stakeholder	Level of interest in the project (i.e., high, medium, or low)	Nature of interest in the project and/or the potential impact of the project	Stakeholder needs/expectations for engagement in the project	Level of engagement (i.e., inform, consult, involve, collaborate)	Responsibility
Attorney General’s Department – Planning and Land Use Services	High	Preservation of the intent of the Planning and Design Code and compliance with <i>Practice Direction 2 – Preparation and Amendment of Designated Instruments</i>	Strategic investigation input into the revised 30 Year Plan for Greater Adelaide to start in 2022, given the strategic nature of this employment land and wider relevance to Greater Metropolitan Adelaide. That the investigations and engagement adopted in the Strategic Growth Framework will inform coordinated detailed Community Engagement Plan and process(es) for any future Code Amendments that will achieve the intent of the Community Engagement Charter.	Involve – facilitate a detailed 1 on 1 discussion with PLUS to secure early feedback, and facilitate a planning workshop with PLUS, DIT and CoS as part of the project roll-out.	Workshop coordinated by Holmes Dyer via Nitsan Taylor
City of Playford	Medium	The employment land and sections of the Study Area, extend into the City of Playford with shared obligations relating to transport and stormwater investment. Playford have previously undertaken the Greater Edinburgh Parks (GEP) DPA which needs consideration from a strategic land supply perspective. CoS and Playford have previously partnered to prepare the GEP Storm water management plan which recommend infrastructure effecting this study area.	That Council is made aware of the detail of the strategic framework, have an opportunity to input information in the process and be kept informed.	Consult – Notified in writing or via email of the proposal and invited to provide feedback and share outcomes and technical investigations as applicable to planning at a regional level. Hold a 1 on 1 workshop with key Playford, CoS and HD staff to discuss the draft structure plan and findings of the industry needs analysis.	Workshop coordinated by Holmes Dyer via Chantal Milton
Owners, applicants and/or their consultant representatives who have raised enquiries relating to redevelopment within the Study Area.	High	Have demonstrated interest in investment or redevelopment of land over the last five years or who may have voiced a concern for land use changes.	That their personal investment objectives and timelines are understood and considered as part of the CoS Strategic Growth Framework.	Consult – notify in writing or via email of the proposal and invited to provide feedback. Provide an opportunity for a workshop, one on one meeting with key CoS staff and/or consultant depending on the scale of project. Involve – Opportunity to identify geographical precinct collaborations that could continue to work with Council post the adoption of the Strategic Growth Framework on detailed investigations, Code Amendments, Technical Studies as part of a prioritized development growth area where identified.	Joint branded letter, prepared by Holmes Dyer, distributed to CoS enquiry database via CoS with enquiries and one-one one meetings coordinated by CoS staff.
Owners and occupiers of the land within the study area and owners and occupiers of adjacent land to the study area boundaries and within the broader planning areas.	Medium	Impacts of the proposal on land holdings contained within the Study Area.	Landowners are made aware of the proposal, have an opportunity to input information, raise issues, and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback, with an invitation to attend a drop-in session or to meet 1 on 1 with CoS project staff during the consultation period.	Joint branded letter, prepared by Holmes Dyer, distributed to CoS enquiry database via CoS with enquiries and one-one one meetings coordinated by CoS staff.

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St Kilda and Surrounds Progress & Tourism Association	High	Interest in project given access through area for St Kilda visitors/residents	An opportunity to understand the project scope and timing and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback. Direct invitation to attend the Community Drop-in Session at St Kilda.	CoS – Internal Project Lead
City of Salisbury – Ward Councillors (West & Central) & Mayor	High	Community representatives that will be responsible for future strategic and budget decisions within the precinct	An opportunity to understand the project, next steps and engagement plan for the project ahead of any community information being distributed as part of this consultation strategy	Inform – Briefing of Ward Councillors/Mayor via offer of a project briefing by CoS project lead, if and as required, subject to timing of broader Elected Member engagement.	CoS – Internal Project Lead
City of Salisbury – Elected Members	High	Community representatives that will be responsible for future strategic and budget decisions within the precinct	An opportunity to provide input and understand the opportunities and constraints within the precinct and provide clarity to individual landowners/ community members as necessary.	Involve – Elected Member Informal Strategy Briefing in April during precinct plan development to seek early input. Endorsement of the final Strategic Growth Framework (July). Regular updates as required.	CoS Internal Project Lead with presentation by HD in the Informal Strategy Briefing in April.
City of Salisbury – Internal Staff	Medium	Ensuring individual departments and divisions have an opportunity to identify linking elements within the project leading to coordination and alignment.	Being made aware of the project and offered an opportunity to participate and share relevant material at an appropriate time during the project investigations	Consult – Internal email/workshop opportunity with key technical staff, facilitated by internal CoS staff, to ensure feedback is incorporated at suitable stages of the project	CoS – Internal Project Lead
City of Salisbury – Executive Group	High	Strategic Investigation identified in the City Plan 2035	An opportunity to be regularly briefed as the framework evolves, inform key inputs and strategic direction and sign-off on the engagement plan (this document) prior to engagement activities commencing.	Endorsement of the engagement plan (this document) in March and regular updates and input into the recommendations as the study evolves. Involve- Key advocacy meetings with strategic landowners/stakeholders, as they align to the organisation advocacy document and as may be identified	CoS – Internal Project Lead
Reconciliation Action Plan Working Group - City of Salisbury	High	Protection of registered and unregistered aboriginal heritage sites within the Study Area	Awareness of the project area, investigations being undertaken through AARD and opportunities to provide feedback on behalf of the Kurna community.	Consult - Briefing to a RAP Working Group during the Strategic Growth Framework Process, including seeking feedback from RAP on how to best seek Aboriginal and Torres Strait Islander feedback as part of the broader Community Engagement Process.	CoS – Internal Project Lead with the support of Julie Kalms.
Defence SA	Medium	Defence land holdings and activities within or adjacent the study area precinct	Awareness of the strategic planning activity.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Australian Government – Department of Defence	Medium	Defence land holdings and activities within or adjacent the study area precinct	Awareness of the strategic planning activity.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Business SA – Chamber of Commerce and Industry South Australia	Low	Business SA has an interest in promoting investment in South Australia and included potential for an eco-industrial park in their 9-point plan to kick-start the South Australian economy	That it be made aware of the proposal, have an opportunity to participate and be kept informed on behalf of its members.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Department of the Premier and Cabinet Aboriginal Affairs and Reconciliation Division (AARD)	Low	Maintains the Aboriginal Affairs Register of sites with the City of Salisbury and areas in and around the river corridors having a high prevalence of Aboriginal Artefacts and Heritage Sites	That the required register searches be undertaken to inform the Strategic Growth Framework, and any future works consider the requirements of the Aboriginal Heritage Act and associated legislation.	Involve – AARD Register Search of Study Area and notification in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD

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Environment Protection Authority	Low	The proposed approach protects sensitive development from noise and air emissions generated from transport corridors and employment generating activities.	The EPA is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed including provision of any license and contaminated site registers that may impact on the Study Area.	Involve – seek detail of license and study area contaminated land holdings and be notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Department for Infrastructure and Transport (DIT)	High	Consideration is given to road widening requirements, traffic investigations and Affected Area access arrangement and disposal and transfer of land identified as surplus from the Northern Connector construction. Potential budget discussions for future works identified from study scope.	That DIT is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed of decisions relating to Port Wakefield Road access and land holdings around the Northern Connector.	Involve – seek detail on traffic volumes, hierarchy, development site access and future disposal of surplus land holdings from the Northern Connector work through their involvement in key workshops and one on one engagement through the development of the Strategic Growth Framework.	Engagement via Cirqa, and involvement in key workshop facilitated by HD involving CoS nominated representatives
Department for Environment & Water	Low	Impacts of the proposal on areas of State Environmental Significance	Department is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Department for Innovation and Skills	Low	Current and future land use changes and employment activities within the Study Area.	Department is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Department for Trade & Investment	Low	Current and future land use changes and employment activities within the Study Area.	Department is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Department of Primary Industries and Regions	Low	Current and future land use changes and employment activities within the Study Area.	Department is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
State Members of Parliament Hon Nick Champion MP, Member for Taylor	Low	The proposal is in the State Electorate of Taylor	They are made aware of the proposal to participate in the process, inform constituents, and be informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Federal Members of Parliament	Low	The proposal is in the Federal Electorate of Spence	They are made aware of the proposal to participate in the process, inform constituents, and be informed.	Consult – notified in writing or via email of the proposal and invited for a briefing post the 2022 Federal Election Result, given there is no sitting member at the time of the consultation with the pending Federal Election campaign.	Joint branded letter, prepared and distributed by HD
Renewal SA	Medium	State Land Holdings within or adjacent to the Study Area	Renewal SA is made aware of the detail in the proposal, have an opportunity to input information in the process and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Electranet	Low	Impacts of the proposal on existing and new infrastructure	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill

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Epic Energy	Low	Impacts of the proposal on existing and new infrastructure	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill
APA Group	Low	Impacts of the proposal on existing and new infrastructure	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill
SEAGAS	Medium	Impacts of the proposal on existing and new infrastructure and existing operations given the major gas line runs through the Study Area.	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill
SA Water	Medium	Impacts of the proposal on existing and new infrastructure and significant land holdings immediately adjacent to the study area.	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback. Key landowner Stakeholder, additional approach via senior CoS staff to seek feedback on any property and land opportunities via direct approach.	Service Infrastructure Request via Greenhill HD/CoS Coordinated Direct Approach to Property Section.
Telstra	Low	Impacts of the proposal on existing and new infrastructure	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill
NBN Co.	Low	Impacts of the proposal on existing and new infrastructure	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Service Infrastructure Request via Greenhill
Office of Recreation, Sport & Racing	Medium	Potential alignment of recreation uses within the study area to State/Regional Strategies	They are made aware of the proposal, have an opportunity to participate, influence the outcome and be kept informed.	Consult – notified in writing or via email of the proposal and invited to provide feedback.	Joint branded letter, prepared and distributed by HD
Wider Salisbury & Playford Community outside Study Area	Low	Impacts of the proposal on the broader community	They are made aware of the proposal, have an opportunity to provide feedback and understand future consultation opportunities that will be available prior to any changes being implemented as part of the future Code Amendment Process	Inform – project information page on Council website, inclusive of the same information sent to stakeholders within the study area, details of next steps and future consultation activities as part of future Code Amendments.	Content to be produced by CoS and HD, website page managed by CoS during study period and post the completion of this initial phase of work.

5. Proposed Engagement Techniques -Applying the Charter Principles

Stakeholder	Engagement technique
Attorney General’s Department – Planning and Land Use Services	Direct engagement and involvement in a detailed planning workshop to secure PLUS understanding of project and scope and ensure project outcomes align to the strategic investigation input into the 30 Year Plan for Greater Adelaide Revision and future Code Amendments.
City of Playford	Written or email correspondence to the Council (Mayor and Chief Executive) providing information about the Strategic Growth Framework inviting Council to provide feedback on the proposal and share any regional investigations, technical data or advocacy opportunities as may be identified building of their Greater Edinburgh Parks work completed in 2021.
Owners, applicants and/or their consultant representatives who have raised enquiries for re-development within the Study Area.	<p>Direct phone call to each representative, where a contact number is available, by a City of Salisbury staff member to build and maintain the relationship with key stakeholders who have previously indicated interest in the future planning for a landholding within the study area.</p> <p>Written correspondence (direct letter) prepared by HD and distributed via CoS mailing list data to landowners and occupiers to:</p> <ul style="list-style-type: none"> • Identify the piece or pieces of land about which the specific study area will apply • Describe the project • Indicate the planned engagement and opportunities to provide feedback, both in current process and ongoing. • Provide information about the consultation that is to occur, alignment the Community Engagement Charter, and participation opportunities • Provide contact details of the nominated representative at the City of Salisbury to direct any enquiries or clarifications on the proposal. • Invitation to attend a focused invitation only drop-in session to seek more information and inform the project outcomes, separate to the general community session. Two held across consultation period at the Salisbury Community Hub 34 Church Street, Salisbury.
Owners and occupiers of the land within the study area and owners and occupiers of adjacent land to the study area boundaries and within the broader planning areas.	Written correspondence (email and direct letter co-branded based on the contact details available to the City of Salisbury) providing information about the Strategic Growth Framework, directing people to a website where additional project information can be found, providing opportunities to provide feedback through online survey and who to contact for further information.
St Kilda and Surrounds Progress & Tourism Association	Direct letter to association with invitation to the St Kilda community drop-in session including an option for a specific briefing by CoS and Holmes Dyer Staff to the association at an agreed time during the broader drop-in session time.
City of Salisbury Ward Councillors (Central & West Ward) and Mayor	Briefing of Ward Councillors/Mayor via offer of a project briefing by CoS project lead, if and as required, subject to timing of broader Elected Member engagement and/or specific EM Requests.
City of Salisbury Elected Members	<p>Informal Briefing (April 5) to inform and understand the parameters of the Strategic Growth Framework and provide input and share opportunities for community feedback back into their broader community.</p> <p>Ongoing update reports by City of Salisbury staff as the project and implementation plan evolves reflecting the project being a critical action within the City Plan 2035.</p> <p>Formal decision reports to Council in respect to the Final Strategic Growth Framework (Target date July 2022)</p>
City of Salisbury Internal Staff	<p>Internal workshop opportunity and internal email advising of the project objectives and scope and providing an opportunity for input and coordination areas to be raised to appropriately inform the project outcomes.</p> <p>Ongoing update to internal staff as necessary.</p>
City of Salisbury Executive Group	Report to Strategic Executive for approval of engagement plan (this document) in March 2022 and regular updates and input into the recommendations as the study evolves via regular meetings as required, coordinated by internal CoS project lead. Involve executive team in key advocacy meetings with strategic landowners/stakeholders, as they align to the organisation advocacy document as may be identified from time to time.
Reconciliation Action Plan Working Group – City of Salisbury	Attendance and briefing at an available RAP Working Group Meeting, by a relevant City of Salisbury staff member, recommend this session is undertaken post the return of the AARD register search and mapping of these results.
Defence SA	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.

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Australian Government – Department of Defence	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Environment Protection Authority	Dual branded written correspondence (email and direct letter) providing information about the Code Amendment, opportunities to provide feedback and who to contact for further information.
Business SA – Chamber of Commerce and Industry South Australia	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Department of the Premier and Cabinet Aboriginal Affairs and Reconciliation Division (AARD)	Online register search for registered heritage sites within the study area boundary.
Department for Infrastructure and Transport (DIT)	Direct engagement and involvement in a detailed planning workshop to secure DIT understanding of project and scope and ensure project outcomes align to the strategic investigation input into the 30 Year Plan for Greater Adelaide Revision, road access assumptions, additional investigations required and future Code Amendments. Alignment of separate negotiation process for land acquisition/disposal of surplus land to the Northern Connector corridor.
Department for Environment & Water	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Department for Innovation and Skills	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Department for Trade & Investment	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Department of Primary Industries and Regions	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
State Member of Parliament Hon Nick Champion MP, Member for Taylor	Dual branded written or email correspondence to the Member of Parliament providing information about the Strategic Growth Framework and opportunities to provide feedback. Correspondence will offer an invitation for a City of Salisbury representative to meet with the Member and/or support staff.
Federal Members of Parliament	Correspondence will offer an invitation for a City of Salisbury representative to meet with the Member and/or support staff following the Federal Election in May 2022
Renewal SA	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Utility Providers including but not limited to SA Power Networks, ElectraNet Pty Ltd, SEAGas, APA Group, SA Water, Epic Energy, NBN and other telecommunications providers	Greenhill written correspondence (email and direct letter) providing information about the Strategic Growth Framework, opportunities to provide feedback and who to contact for further information.
Office of Recreation, Sport & Racing	Dual branded written correspondence (email and direct letter) providing information about the Strategic Growth Framework, with a specific query in respect to ‘noisy’ recreation activities linked to the study area and state/regional opportunities.
Wider Salisbury & Playford Community outside Study Area	<ul style="list-style-type: none"> • Publication of a 1–2-page fact sheet on the study to a project website page, as part of the City of Salisbury website. • Provision of a next steps information, available on the project website that identifies the process that will follow the Strategic Growth Framework and the separate detailed consultation processes, prior to any legal changes being made to the area.

Note:

- Consideration was given to translation services for material to be used for the landowner engagement. ABS Census Data identified that at the last census the languages spoken at home were
 - o English- 74.2%
 - o Vietnamese- 8.0%
 - o Italian- 2.2%
 - o Punjabi- 2.0%
 - o Khmer- 2.0%
 - o Greek- 1.3%

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- On balance, in discussion with City of Salisbury, based on this data and previous engagement experiences, it was determined that the letter and engagement material, if written in plain simple English, with the use of infographics, would be likely to be understood by most residents, and that for this particular engagement activity translation services would not be required unless specifically requested by a community member, where Council's standard translations services would be made available.

6. Staging the Engagement

Stage	Objective	Stakeholders	Level of engagement	By when
Stage 1 (March 2022)	Engage key state government agencies, services and infrastructure providers	Attorney General’s Department – Planning & Land Use Services	Consult Involve	Letters sent 4 days prior to the first day of the consultation period.
		Department of Infrastructure & Transport		One-one-One detailed discussions during consultation period with PLUS, City of Playford, DIT, SA Water and SAPN.
		City of Playford		Letters to balance Utility Providers including but not limited to SA Power Networks, ElectraNet Pty Ltd, SEAGas, APA Group, SA Water, Epic Energy, NBN and other telecommunications providers
		Service Authorities		
		Office of Recreation, Sport & Racing		Contact with ORSR, in respect to any identified State Gaps in ‘noisy’ sport that could co-locate with existing recreation activities (go-kart/gun club)
Stage 2 (March/April 2022)	Ensure consultation material is ready to “go live” on City of Salisbury Project website from the date of commencement of the planned consultation, including background material and survey content.	City of Salisbury – Media and Communications Team	Involve	Two weeks before commencement of consultation.
Stage 3 (May 2022)	Inform stakeholders and the community about the Strategic Growth Framework	Owners, applicants and/or their consultant representatives who have raised enquiries for redevelopment within the Study Area.	Consult/Involve	Phone call prior to the release of information to the public and distribution of letter of proposal. Opportunity for 1 on 1 meetings or direct engagement with CoS lead staff member/consultant team as required.
Stage 4 (May 2022)	Inform broader stakeholders and the community about the Strategic Growth Framework	Owners and Occupiers of the land and owners and occupiers of adjacent land within the study area.	Consult	Letter/ Email distributed day 1 of consultation to owners/occupiers of the land and immediate adjacent land to the study area boundary. Target date for consultation commencement 02/05 with letters sent by mail 4 days prior.
		Reconciliation Action Plan Working Group		Presentation at RAP Working Group Meeting during the engagement / study period
		State & Federal Departments not listed in Step 2		Individually addressed letter being sent to the CEO of each government department.
		State & Federal Members of Parliament		Drop-in Session week 2 and week 4 one held at the Burton Park Football Centre Salisbury United Football Club and one held at St Kilda Progress Association Hall during the consultation period, covering both a week night and weekend morning timeslot hosted by CoS project lead and Holmes Dyer Representative. Consultation Period closes 27 May 2022
Stage 5 (June 2022)	Seek feedback on the effectiveness of the engagement process from participants	All participants who made a submission	Consult	As soon as practicable following the close of the consultation period.
Stage 6 (July 2022)	Inform stakeholders and the community about the impact of the engagement and outcome of the proposal	All participants who made a submission	Inform	As soon as practicable following a decision being made on the proposed Strategic Growth Framework by Council.

7. Measuring Success

At the completion of the engagement, all participants will be invited to assess the success of the engagement against performance criteria one to four, below. The Council and their engaged consultant will assess the success of the engagement against criteria five to nine. This evaluation will be included in the Engagement Summary Outcome Report. The Engagement Outcome Report will review the limitations and successful techniques identified through this Strategic Growth Framework Engagement Period.

It is recommended that the findings in the Engagement Outcome Report be reviewed by any future Designate Entity or their nominated consultant who prepares a Community Engagement Plan for any future Code Amendments.

#	Charter criteria	Charter performance outcomes	Respondent	Indicator ²	Evaluation tool ³ Exit survey / follow-up survey	Measuring success of project engagement
1	Principle 1: Engagement is genuine	<ul style="list-style-type: none"> People had faith and confidence in the engagement process. 	Community	I feel the engagement genuinely sought my input to help shape the proposal	Likert scale - strongly disagree to strongly agree	Per cent from each response.
2	Principle 2: Engagement is inclusive and respectful	<ul style="list-style-type: none"> Affected and interested people had the opportunity to participate and be heard. 	Community	I am confident my views were heard during the engagement	Likert scale - strongly disagree to strongly agree	Per cent from each response.
			Project Lead	The engagement reached those identified as community of interest.	<ul style="list-style-type: none"> Representatives from most community groups participated in the engagement Representatives from some community groups participated in the engagement There was little representation of the community groups in engagement. 	Per cent from each response.
3	Principle 3: Engagement is fit for purpose	<ul style="list-style-type: none"> People were effectively engaged and satisfied with the process. People were clear about the proposed change and how it would affect them. 	Community	I was given sufficient information so that I could take an informed view.	Likert scale - strongly disagree to strongly agree	Per cent from each response.
				I was given an adequate opportunity to be heard	Likert scale - strongly disagree to strongly agree	Per cent from each response.
4	Principle 4: Engagement is informed and transparent	<ul style="list-style-type: none"> All relevant information was made available and people could access it. People understood how their views were considered, the reasons for the outcomes and the final decision that was made. 	Community	I felt informed about why I was being asked for my view, and the way it would be considered.	Likert scale - strongly disagree to strongly agree	Per cent from each response.
5	Principle 5: Engagement processes are reviewed and improved	<ul style="list-style-type: none"> The engagement was reviewed and improvements recommended. 	Project Lead	Engagement was reviewed throughout the process and improvements put in place, or recommended for future engagement	<ul style="list-style-type: none"> Reviewed and recommendations made Reviewed but no system for making recommendations Not reviewed 	Per cent from each response.
6	Engagement occurs early	<ul style="list-style-type: none"> Engagement occurred before or during the drafting of the planning policy, strategy or scheme when there was an opportunity for influence. 	Project Lead	Engagement occurred early enough for feedback to genuinely influence the planning policy, strategy or scheme	<ul style="list-style-type: none"> Engaged when there was opportunity for input into scoping Engaged when there was opportunity for input into first draft Engaged when there was opportunity for minor edits to final draft Engaged when there was no real opportunity for input to be considered 	Per cent from each response.
7	Engagement feedback was considered in the development of planning policy, strategy, or scheme	<ul style="list-style-type: none"> Engagement contributed to the substance of a plan or resulted in changes to a draft. 	Project Lead	Engagement contributed to the substance of the final plan	<ul style="list-style-type: none"> In a significant way In a moderate way In a minor way Not at all 	Per cent from each response.
8	Engagement includes 'closing the loop'	<ul style="list-style-type: none"> Engagement included activities that 'closed the loop' by providing feedback to participants/ community about outcomes of engagement 	Project Lead	Engagement provided feedback to community about outcomes of engagement	<ul style="list-style-type: none"> Formally (report or public forum) Informally (closing summaries) No feedback provided 	Per cent from each response.
9	Community Charter is valued and useful	<ul style="list-style-type: none"> Engagement is facilitated and valued by planners 	Project Lead	Identify key strength of the Charter and Guide Identify key challenge of the charter and Guide		

8. Closing the loop and reporting back

How will you respond to participants?	Who's responsible?	When will you report back?
Keep a contact register of all participants who lodge formal submissions or make telephone or email enquiries during the engagement period to use to provide feedback on the process and outcomes	City of Salisbury project lead/ Holmes Dyer Consultant	Ongoing across the engagement period
Summarise and sort feedback into a set of key themes and provide to engagement participants for their information.	Engagement Consultant	As soon as practicable post-consultation
Seek feedback on the effectiveness of the engagement process from all participants through an evaluation survey distributed via an online survey platform to all community stakeholders who participated	City of Salisbury project lead/ Consultant	Incorporate outcomes from the online survey platform in the Engagement Summary Report
Request written feedback from the Council (Client) on the process.	Engagement Consultant	Incorporate feedback in the Engagement Summary Report
Prepare an Engagement Outcome Report and make it available to all stakeholders identified in this Engagement Plan.	Engagement Consultant	As soon as practicable post-consultation
Publish Engagement Outcome Report, once presented through Council on the project web page on the City of Salisbury website.	City of Salisbury	As soon as practicable post-consultation
Inform stakeholders and the community of the outcome and next steps of the Strategic Growth Framework.	City of Salisbury	As soon as practicable following a decision being made on the proposed Strategic Growth Framework

Appendix 1 – Current Development Interest – Enquiry Mapping (CONFIDENTIAL)