



DRAFT CITY PLAN 2035

STAGE 2 **ENGAGEMENT** **FEEDBACK**

PREPARED FOR
THE CITY OF SALISBURY
DRAFT

3 JUNE 2020



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Image: Stage 1 City Plan engagement activities at the Parabanks Shopping Centre

BACKGROUND

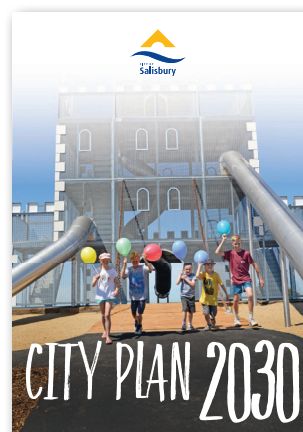
CONTEXT

The City Plan 2030 was adopted by the City of Salisbury in 2016. The Plan was built through the collective input of a range of internal and external stakeholders undertaken as part of an extensive public and internal consultation in mid to late 2015. The consultation process was multi-faceted touching across social media, print media, face-to-face interviews and workshops. Bespoke questions, trend analysis and policy alignment research all contributed to a deep well of comments and knowledge of community/stakeholder needs and aspirations.

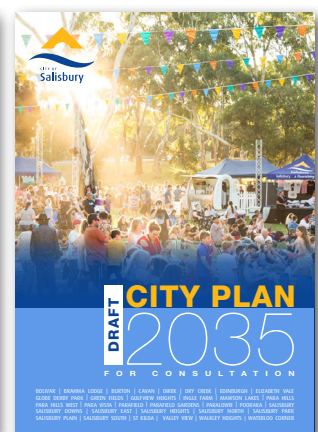
The diversity of input from over 1,000 people (and more than 3,000 comments) helped Council prepare the City Plan 2030, which brought together key directions, enabled clear vision setting and formulation of desired outcomes.

Engagement feedback helped shape the four Plan directions.

Following the 2018 Local Government election and after sufficient time elapsing for the Plan to be embedded in Council processes, the City of Salisbury has embarked upon a revision of the City Plan.



City Plan 2030
(2016)



Draft City Plan 2035
(2020)

The 2020 revision of the City Plan was not intended to be a comprehensive rewrite of the Plan rather more of a check, reconfirmation and sensitive update of the document. This included checking the status and applicability of the strategic directions, objectives and associated statements. The focus of the revision was also on actions, directions and measures, to ensure relevance and maximum impact.

In November and December 2019, the Stage 1 of the community, stakeholder and staff engagement process took place. 201 people were engaged during the process (documented

in the *City Plan 2030 revision: Engagement outcomes report*, Intermethod, 16 December 2019), providing their feedback and suggestions with regard to the upcoming City Plan revision.

Based on the inputs from stakeholders and community members during Stage 1 engagement, the City of Salisbury revised the City Plan and made the draft, titled *City Plan 2035*, available for public consultation in May 2020.

This report captures all feedback received during Stage 2 engagement activities.

Vision statement and four strategic directions in draft City Plan 2035

Salisbury's Vision: A sustainable, connected and progressive community

The draft City Plan is based upon 4 Key Directions that we believe capture the wide ranging spectrum of areas that influence our City and community, and directly respond to our Vision:



A welcoming and liveable City

Covers a range of issues that impact on the liveability of the City and the health and wellbeing of our community including community safety, social connection, the look and feel of our neighbourhoods and the range of community facilities and programs available to support our community's aspirations.



A sustainable City

Recognises the diverse environmental features of our City and seeks to strike a balance between our useable green space and the natural environments that support our biodiversity. It seeks to ensure we make the best use of our resources and enable our community, environment and infrastructure to be resilient to a changing climate.



A growing City that creates new opportunities

Guides how we can ensure the success and growth of our businesses and in-turn create more job opportunities for our residents. Attracting investment and ensuring our infrastructure supports economic activity are focus areas of this direction, as is ensuring we facilitate well planned urban growth throughout the City.



Innovation and Business Development

This direction focuses on how Council will undertake its range of activities to ensure it provides exceptional experiences to the community, delivers quality outcomes and is recognised as a great place to work.

ABOUT CITY PLAN 2035 ENGAGEMENT

APPROACH

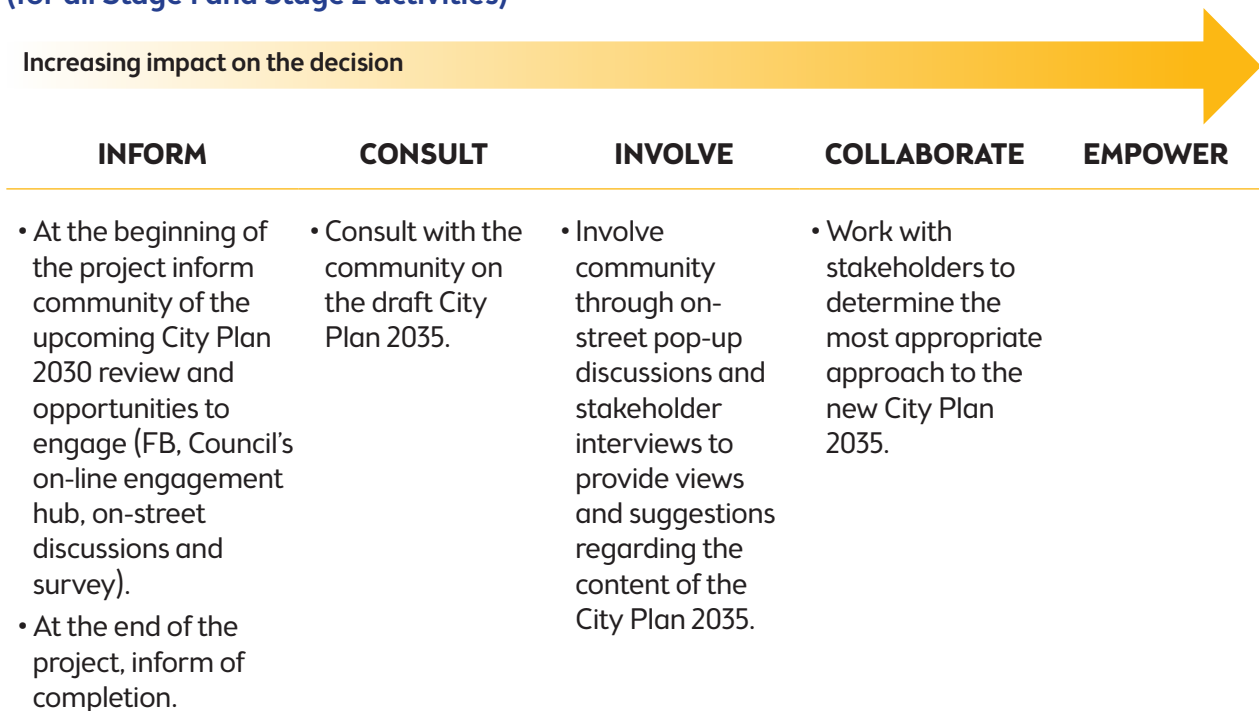
Given the very detailed level of feedback received through the consultation for the City Plan 2030 in 2015 and regular perception surveys conducted by Council since that time, the Council has commenced a targeted internal and external stakeholder engagement to complement the comprehensive and still relevant body of engagement feedback. The complete body of engagement feedback helped inform preparation of the draft City Plan.

Engagement therefore focused on positioning revisions for the City Plan and ensuring that the new City Plan is aligned with changing community expectations, emerging new

operational needs and societal changes while remaining relevant to its community and Elected Members. It is very important that Elected Members, staff and other partners develop an affinity for the Plan and engender a strong level of ownership.

An Engagement Plan was prepared in collaboration with the City of Salisbury at the commencement of the project. The approach to engagement reflected processes set out in the International Association of Public Participation (IAP2) commencing at the 'inform' stage with an end point of 'collaboration' for the content of the City Plan. The spectrum process is shown below.

Community participation spectrum for the City Plan review (for all Stage 1 and Stage 2 activities)



CITY PLAN 2035 ENGAGEMENT ACTIVITIES AND PARTICIPATION NUMBERS

STAGE 1 ENGAGEMENT ACTIVITIES

Stage 1 engagement activities, conducted in November and December 2019, included:

- Two community consultation sessions (“pop-up” format, conducted in two shopping centres)
- Five stakeholder workshops
- Two internal staff workshops.

A separate report (*City Plan 2030 revision: Engagement outcomes report*, Intermethod, 16 December 2019) provides a detailed record of feedback from all of the above engagement activities. The chart below summarises participation numbers.

STAGE 2 ENGAGEMENT ACTIVITIES

Stage 2 engagement activities were planned for April and May 2020 but this engagement approach was impacted by the COVID-19 pandemic, which prevented face-to-face activities. Therefore, activities were limited to on-line surveys.

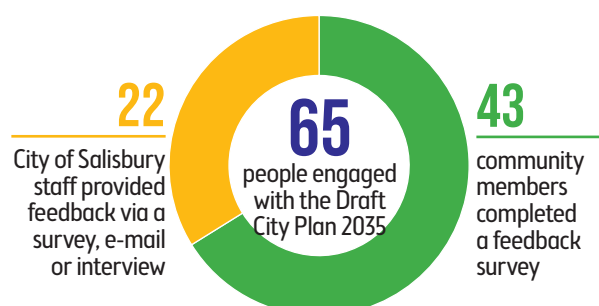
A community survey went on line on 6 May and was closed on 28 May 2020. It was advertised via Council’s website and Facebook. Survey questions related directly to the draft City Plan 2035 available online. 43 people commenced the survey and 16 completed it, with 27 not fully completing the survey during the process. (It is recognised that some of the community feedback in this report may lie outside the scope of the City Plan document. However, it can prove to be useful in shaping Council’s projects and operational considerations).

The staff survey was the same as the community survey, with one additional question relating to the structure and layout of the City Plan. 19 people commenced the survey and 10 completed it. In addition, one person submitted their feedback via an e-mail and two were interviewed.

Stage 1 engagement participation



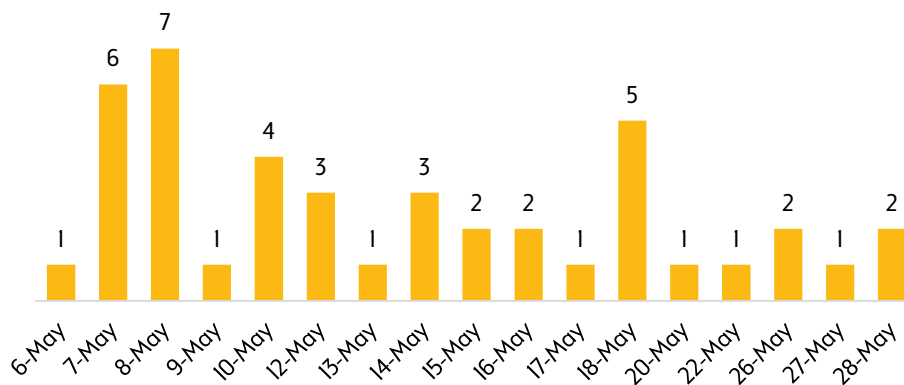
Stage 2 engagement participation



ABOUT SURVEYS AND RESPONDENTS

DAILY SURVEY NUMBERS

COMMUNITY RESPONSE

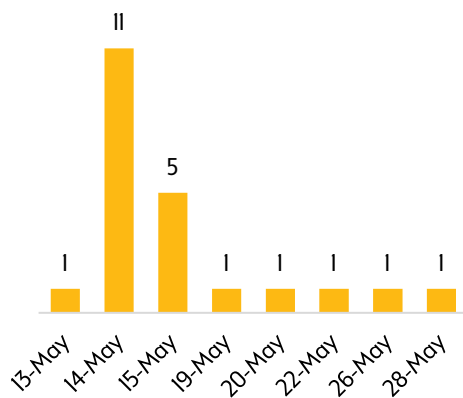


43 people commenced the survey
>>

16 people completed the survey

27 people (63% of all respondents) did not complete all survey questions.

STAFF RESPONSE



19 people commenced the survey
>>

10 people completed the survey

2 people were interviewed

1 person provided feedback via an e-mail

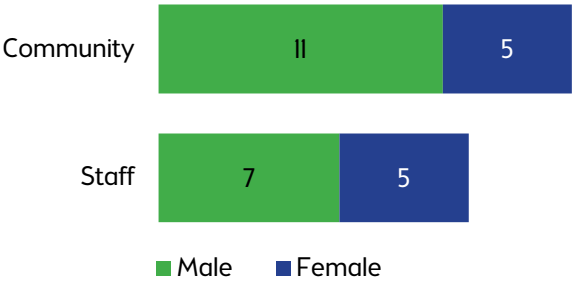
9 people (44% of all respondents) did not complete all survey questions.

Both of the surveys had questions specific to the draft City Plan 2035. It is likely that a large proportion of people who commenced the survey, were not familiar with the document, and hence did not complete the survey in full.

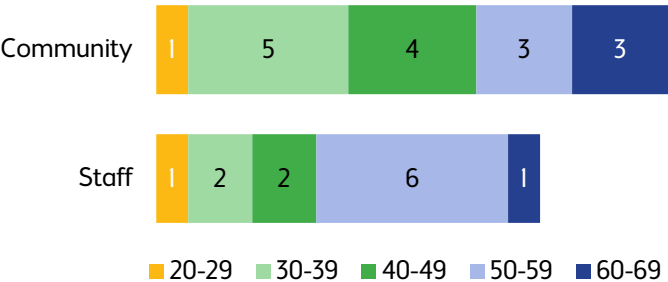
RESPONDENT CHARACTERISTICS

Please note: As respondent-related questions were towards at the end of the surveys, this information was provided only by 28 out of the 65 respondents.

GENDER PROFILE



AGE PROFILE



SUBURBS WHERE COMMUNITY RESPONDENTS LIVED

- Burton
- Gulfview Heights
- Hillbank
- Mawson Lakes
- Modbury Heights
- Parafield Gardens (2 respondents)
- Paralowie (3 respondents)
- Pooraka
- Salisbury
- Salisbury Downs (2 respondents)
- Salisbury Park
- Salisbury North

COUNTRY OF BIRTH FOR COMMUNITY RESPONDENTS LIVED

- Afghanistan
- Australia (11 respondents)
- India
- Pakistan
- UK (2 respondents)

CONNECTION WITH THE CITY OF SALISBURY FOR THE COMMUNITY RESPONDENTS



FEEDBACK

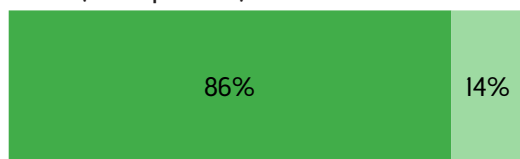
VISION

The proposed vision for the City Plan 2035 is: 'A sustainable, connected and progressive community' (see page 1 of the draft City Plan 2035). Does this vision reflect the type of community and City we are seeking Salisbury to be?

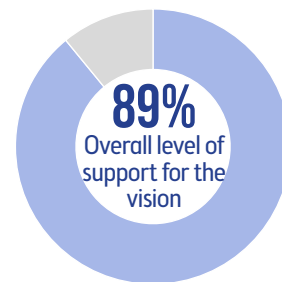
Community (43 responses)



Staff (21 responses)



■ Agree
 ■ Somewhat agree
 ■ Not sure
 ■ Disagree



Majority of the respondents (89% of all respondents) 'agreed' or 'somewhat agreed' that 'this vision reflects the type of community and City we are seeking Salisbury to be'. Six community members were 'not sure' and one 'disagreed'.

COMMUNITY FEEDBACK ON THE VISION

- Salisbury Council will not become a Sustainable, Connected Community unless it tries to do something about the increased flights from Parafield Airport which is ruining the lives of residents. People are moving out, people do not want to visit. It may be a Federal matter, but this matter lays in Salisbury Council.
- Council needs to Think about all of Salisbury Council Suburbs not just Mawson Lakes and the Town Centre.
- I think more should be done at a personal level to explain what these concepts mean to residents, what the projected outcomes are. To achieve this goal it is important that most residents agree with and understand the vision and will contribute to it. To get buy in

residents need to understand what it means to them personally. A different approach by Council to residents should be made. Rather than relying on pushing this City Plan and information to residents, how can Council think differently about encouraging ownership of this vision by residents?

- More open space, less congested areas. While we need new residents, overpopulation does not make the area better if there is no room to move. Showcasing to the manufacturing industries that our region has a population capable of filling job requirements, local manufacture with local people.
- More focus on addressing the alarmingly low number of female friendly change

rooms at sports clubs around the council. Prior to COVID-19 there was a plethora of state government and peak body funding (AFL and cricket) to address this issue, and Salisbury is trailing behind other LGAs.

- Needs to be followed through and not actually just said as a promise that's never kept.
- Get on with building it and less on committees, consultations, environment etc.
- Fund and commit to what you are saying you will do.
- Sustainable: improved/increased rubbish removal along the little para river, and signage/fines for littering. Connected: encourage public transport usage with safer bus stops: well lit and sheltered. Buses that pass through or stop at Salisbury train station should run later/earlier, as currently they stop after 6pm and do not run at all on the weekend. A connector bus from train station to suburbs would be a big deal. Residents who don't drive struggle to get around and don't use Salisbury for leisure, shopping, work or study.
- Greater emphasis on multi-cultural communities - the plan presents as very Anglo Saxon, consider how these messages might be more appealing to multi-cultural communities.
- More safety.
- The City Plan timeframe as described in the draft and supporting documents is confusing, if it is truly to be 2035 a clearer vision for the period 2025 to 2035 needs to be provided. Most strategies are for things happening now or about to happen. We need to look further forward. For instance, if the ARTC rail route is redirected west there may be an opportunity to establish a consolidated rail freight intermodal facility east of (and perhaps including some of) SA Water land alongside the Northern Connector. This could include replacements for existing rail facilities at Regency Park, Dry Creek (North and South) and Penfield (SCT). This would free-up these sites, after remediation, for residential/ industrial use. This would enable some existing industry alongside the commuter

railway in Salisbury to relocate to GEP or elsewhere enabling greater residential density closer to the Salisbury City Centre.

- Better communication between council and public.
- Rhetoric is nice, but it appears the major initiatives in the plan is just BAU; more sprawled residential, widened roads and not major steps to make Salisbury more sustainable as a whole (replacing light globes is pretty insignificant) or generally more connected without relying on a car.
- I think the older suburbs of the council (Paralowie and Salisbury North in particular) are treated as the poor cousin to suburbs like Mawson Lakes where the trees, bushes and grass are actually green and well maintained
- The People should be told that you have been implementing the United Nations agenda 21 and now sustainable development goals agenda 2030 for 20+ years for a foreign entity with local agenda 21 and it's been done without people knowing or understanding what it's objectives. Are you implementing a socialist communist agenda by stealth for the United nations , it doesn't matter what the people want it's already decided. These consolations are just so the people think they have a say in it, but if it's anything like what happened with the \$46 million dollar community hub - the majority didn't want to spend that much money because it was over the top for a hub when the Saints Road shopping centre cost 15 million to build and just like the official constitutional state and federal government's unlike your unconstitutional corporation, Salisbury Council, none of you at the bottom of it work or hear for the people, and as in line with a communist agenda I can see Salisbury become a big brother style city centre with your cctv plans.

STAFF FEEDBACK ON THE VISION

- Moving from concept to detailed planning and implementation of the various projects.
- Continually evolve and adapt the plan as it progresses.

- Integrated approach across organisation, breaking down silos, focus on opportunities and how we can make a difference for our communities and businesses.
- Act faster, reduce red tape, quicker approvals for initiatives.
- Outcomes should be directed to tomorrow's challenges, needs and opportunities, not just what can/is possible and can be achieved today.
- To achieve or move closer to the vision we will need EM support (which seems to be a given seeming they have influenced this) but also worker engagement - I noticed key direction Innovation and Business Development was a bit 'light on' in its explanation and wonder if it can include health and safety (or safe environment), continuous improvement, technology and data for decision making (page 3 is where I am referencing) - (I did notice these further in the document). There didn't seem to be a lot of reference to other governments and advocacy or partnership - don't know if this is what EM's are thinking but we must work with the other levels of government. Publicly accessible dashboard in the Next Steps section is an excellent initiative. I think COVID-19 is forcing people to use technology (computers/internet etc) and having a (I assume 'real time') dashboard that the public can view will help inform on the city's progress in a timely manner. I also think we need different ways to present information (so not just text) and a dashboard will provide that new communication method (through graphs, charts, images etc).
- Connected community is the most important part in the vision; recommend changing the order of words around, so sustainable is not upfront. The vision should be about the community and people first. It would be good to also have something about being diverse in the vision.
- High level, but it does reflect what last community consultation suggested from Intercultural Alliance and Disability and Inclusion Network.
- I really like the new vision - very clear - sustainable, connected and progressive.

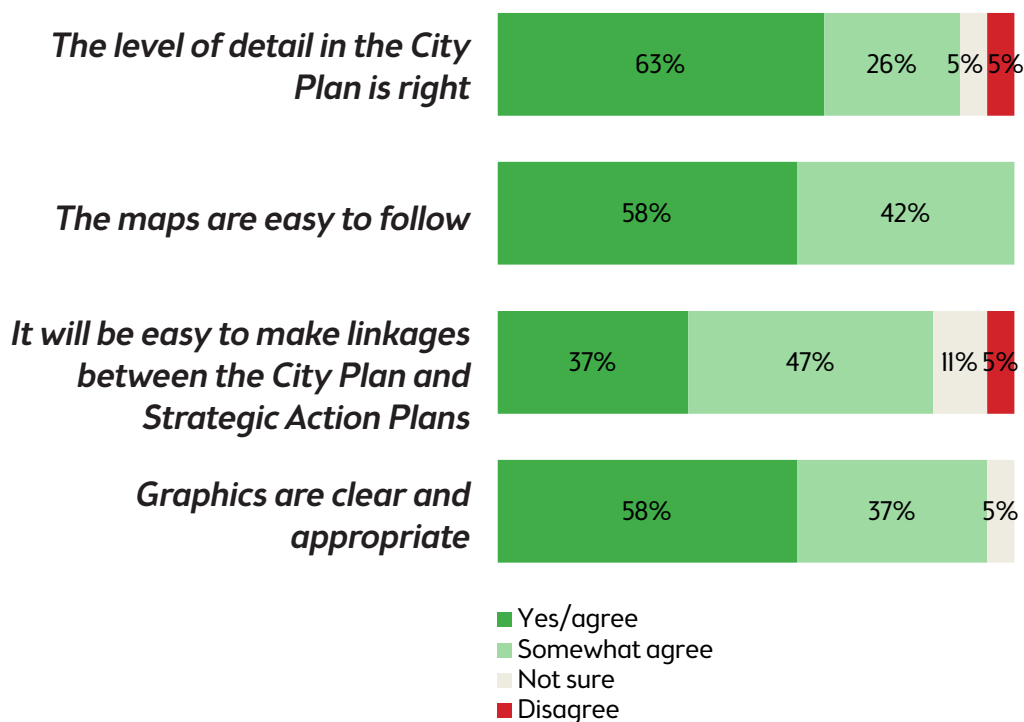
STRUCTURE AND LAYOUT

These questions were presented to staff only. 19 people answered each of the four questions below and provided further feedback.

The draft City Plan 2035 has the following key components:

- A new Vision statement
- Four Key Directions (retained from the current version, but renamed)
- Foundation statements for each direction, setting out desired outcomes for the City
- Critical actions grouped into four categories: strategic projects, operational focus, future planning and advocacy priorities
- A reduced number of supporting strategies to guide our strategic thinking
- Maps for city shaping activities and major projects
- Next steps.

Please provide your feedback to the following statements:



STAFF FEEDBACK ON STRUCTURE AND LAYOUT

COMMENDATIONS

- It's excellent. Concise and clear. Well done.
- Structure is positive, it is quite simple, logical and easy to digest.
- Overall the document is very good, concise with a great balance between length and detail.
- The structure of this new City Plan has improved on the previous one. The layout is good.
- Liked: the relative simplicity and consistency of the document format, the frequent mention of "diversity" and occasional reference to "diversity in all its forms", inclusion of action plans under Critical Actions (example Ability Inclusion Strategic Plan).

ACCESSIBILITY CONSIDERATIONS

- Consider increasing font size.
- The relationship between foundations, critical actions and operational focus is not immediately obvious and takes a while to wrap the head around. Maybe if the three major headings would be in the same font size, it would be easier to understand how it flows.
- On the second page, the text labelling needs a solid background, as it is hard to read – needs a solid background.
- Greater consistency in the headings is needed, to understand the hierarchy of the text, it is missing now.
- Text font should be increased to meet accessibility needs, for example in Critical Action boxes.
- Navigation of the document is difficult due to the lack of PDF mark-up, up which would speed navigation and improve clarity in some sections for a person using a screen reader. These can be fixed by sending the document to informationaccessgroup.com or taggedpdf.com.au. Further suggestions:
 - » Introduce windows headings to speed up navigation (the lack of windows headings means that users have to use down

arrows through all the graphics at the start of each KD in the City Plan to ensure the first line of text is not missed)

- » Consider changing format of key directions so that KD can be lined up with its description.

LANGUAGE

- Fix the grammatical errors.
- We need to make sure that this document is easy to read and that English is plain and straightforward.
- There is what appears to be an inconsistency in the four categories. On page 3 it says Strategy Development in the medium to longer term impact, but says future planning throughout the rest of the document.
- I think one of the first things I noticed was language used in the document - our community is linguistically diverse and we need to be able to communicate very effectively - I noticed in the plan there were the following words: encapsulate, capture, spectrum and aspirations - just wondering if all our community will understand them - on the other hand I read 'look and feel of our neighbourhoods' which is exactly the language we need to effectively communicate - so to move forward we need to clearly explain what's in it for the community and get their support/buy in.
- There is a lot of language that would not be easily understood by a lay person. Explain the terms used or use more simple language.
- Naming of directions seems reasonable.

MAPS

- It would help if a preamble was provided with the City Shaping Activities map. Also include which agency is responsible for all projects.
- The maps are generally easy to read, however:- Protect and enhance the Adelaide International Bird Sanctuary and Mangroves Ingle Farm - Model for Infill, Renewal and Planning could both also have No. references as not initially obvious against other shading on the map for those who are not as familiar with the area. State Sport Park (Home of Soccer, \$19m 2020) colour is definitive against other shading.

- Found the maps a little difficult to navigate electronically - the cursor changes to a 'hand' to 'grab' the page to move it but sometimes it just creates a square/rectangle shape - might be ok in hardcopy.
- The maps are great, clear and simple. It's good to include Greater Adelaide and Bowden comparisons, to understand how Salisbury compares; it makes the document more tangible.
- The linkages to the Strategic Action Plans can be made if you look for them. It is a tricky balance to get right.
- Accountability - reporting back on how the different business units within the organisation are contributing and achieving the overall City Plan.

REFERENCES AND LINKS TO OTHER INFORMATION

- Clear direction on where to find detail in relation to the various referenced master plans.
- Wonder if our key values - accountable, collaborative, helpful and respect could be put in there maybe under Innovation and Business Development (page 3) - I understand these may change but it would be good to reinforce our values to the community via this document.
- Could not find a reference to Age Friendly Plan, it should be referenced.

GRAPHICS

- I remember an image of three children that was very appropriate.
- The material needs to be more "user friendly" and in an easier to read format. More pictures and graphs to show people what you are trying to achieve.
- Graphics looks fresh and modern, front page is great. Great to have included all of the Salisbury suburbs.

ACCOUNTABILITY AND TARGETS

- Ensure critical actions are clearly defined (with SMART goals) as they filter down to appropriate divisions. Keeping staff accountable and reviewing/adapting priorities as required. Empowering staff from the ground up in this process is essential to achieving the vision.
- Look at more sustainable measures so residents can easily take up.

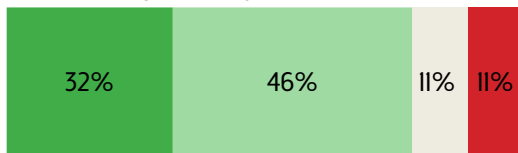


A WELCOMING AND LIVEABLE CITY

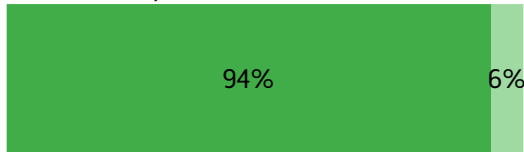
FOUNDATIONS

Do the Foundations for this direction (see page 6 of the draft City Plan 2035) describe what is important for our community if it is to be 'A welcoming and liveable City'?

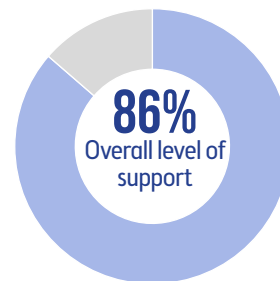
Community (28 responses)



Staff (16 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (86% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Three community members were 'not sure' and three 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Inclusive for people of all diversity, opportunities for all, cultural safety, acknowledgement of first nation people, celebration of cultural diversity, information in languages, more proactive on LGBTI inclusion front, raise our reputation on the networks we are member cities of (Welcoming Cities, Intercultural Cities Alliance).
- The City is not attractive and well maintained,

it looks like a disaster. Health and wellbeing of the community is not a priority as it is allowing Parafield Airport drive residents out of the Area.

- Our residents enjoy our places and spaces.
- Our council is a market leader in engaging with community sport clubs and peak bodies.
- No changes, the Foundations are well rounded and seem to cover everything.
- The statement on page 6 says much about nothing" We are proud of our strengths, achievements and cultural diversity". You refer to 'cultural diversity' but consider expanding on this aspect(make it a dot point of its own) i.e. "we are the preferred home to the people from (No- 25) different countries" (get data from social atlas website

- <https://profile.id.com.au/salisbury/home> to demonstrate this point or add a similar statement. Similarly, expand on what our strengths are and expand on what our achievements are as a way of demonstrating what are strengths actually are; or what are achievements are; explain each of these points 'strengths, achievements and cultural diversity' with evidence or examples - appreciate you may run out of space on the page, so consider getting rid of 'our city is attractive and well maintained' - I believe you are overselling the idea that our City is attractive or well maintained - this is an aspiration but not a reality.

- Better footpaths.
- Stop trying to control every aspect of our houses and land through fees, rates and fines.

STAFF FEEDBACK ON THE FOUNDATIONS

- I would only suggest a couple of tweaks - Re-ordering the priorities by moving 'Our City is attractive and well maintained' to the bottom. I feel wellbeing should be the leading point so the community feel we are placing their wellbeing first and foremost (even though it isn't ranked). Perhaps adding the word 'supported' in to the 'People are valued...' sentence.
- Nil - support the proposed Foundations.
- None - I really liked them.
- This direction should be about communities. Regional Public Plan is always our strategic priority, but we cannot influence much there. Our diversity agenda, which can have large positive impact on the community, is not sufficiently reflected however within this direction. Priority of Intercultural Community Alliance and objectives of the diversity agenda are not included. For our diversity agenda, we need more statements about inclusion, addressing and acknowledging barriers, living together and including newcomers, encouraging their participation, not just 'celebrating' or 'catering for' - which suggests insufficient focus.
- On the fourth foundation (cultural diversity), need to acknowledge that what is meant

is that it is about diversity in all its form, not just cultural, so a wider definition is needed. Would be good to see Intercultural and Age Friendly Strategic Plans explicitly mentioned (like others are). Consider mentioning LGBTI plan, as one of the actions. In Future Planning, will always look at increasing/improving inclusivity for our community.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 6 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Better roads less congestion.
- Upgrade both Port Wakefield Rd underpasses. Upgrade Waterloo Cnr and Kings roads. Provide more cycle paths and bike lanes.
- Upgrade infrastructure.
- Update the older parts of suburbs with play areas for kids and maybe care about your nature strips, you know the part of land you own! Make a weekly recycle bin pick up seeing you keep saying you are improving your vision for better recycling. Update Kings Road, it's so old and worn out, why is it still 1 lane both ways for goodness sake!
- Waterloo Corner Road needs more or brighter street lights, late 2018 between Christmas & New Years, I witnessed a young man (24) from Queensland get hit and pass away in the early hours of the morning (2/3am) and I feel if the street light had been brighter, he may have been seen by the car behind me. I myself barely saw him and swerved last minute and it's honestly something I'll never get past as it could have been avoided on so many levels.
- Room on Kings Road for parking as well as driving.
- Salisbury Park Tce train interchange needs an underpass or an overpass, crucial for all

traffic use throughout the city of Salisbury.

- Better off path bike/walking trails.
- Better traffic movement through Salisbury around train station.
- Emphasis on endeavouring to be more inclusive of all diversity.
- A new hub was built in John Street, why the need to update Burton and Ingle Farm hubs. Need to concentrate on making paths safer, adding paths where they do not exist, and upgrading current gravel paths to proper paths. Dumped rubbish should always be prioritised and should never take two weeks to collect.
- Installing lighting to areas that need it before replacing existing lighting
- The proposed plan lacks terminology to allow future development of partnerships with bodies of residents and community organisations that can drive exploration into using technology to interact with public spaces and places for recreational purposes. I cannot see or interpret a place in the proposed plan where there is an opening to invite residents and community groups to contribute information and ideas on how they use the City for recreation based on technology. Including the right terminology will provide the potential for greater understanding of the potential groups and communities established without our knowledge that we could be supporting or partnering with such as Geolocation Games SA for example. A case in point is Augmented Reality gaming. It is developing at a rapid pace and provides a wide range of benefits to the community. City of Salisbury is well placed to take advantage of this and become a National (and perhaps worldwide leader) in local government involvement in AR Gaming for recreational, tourism and business purposes. The potential for further movement on this is imminent based on directives already made from City of Salisbury Elected Members and Sub-Committees however this is not yet reflected in the City Plan, allowing the possibility for resources to be assigned to explore this direction and take advantage of the potential to turn City of Salisbury into a world leader in

another area of local government. Proposed actions could include:

- » 1. Partnering with AR Gaming companies to affect how the games allow residents and visitors to spend time by playing in our city and interacting with Council assets.
- » 2. Creating and maintaining on-going partnerships with AR Gaming companies to encourage tourism and major events to the city.
- » 3. Working with Council, local business and historical associations to integrate mobile device applications into wayfinding and exploration of city spaces.
- » 4. Partnering with community organisations to increase awareness of services and facilities in the city and how to access them.
- » 5. Creating AR and VR technology hubs and inviting businesses and developers to base themselves in these hubs, using our City to experiment with their designs and capabilities, thereby contributing to City of Salisbury's reputation as forward thinking, technology focussed and business driven government.
- » 6. Using Council Assets to create exciting and desirable physical spaces for residents and visitors to play virtual games in the 5 major hubs of City of Salisbury, ensuring that events and major Tourism drawcards are reachable by all residents and visitors.
- A measurable and timely action on addressing ageing infrastructure at sport clubs to incorporate female friendly change rooms.
- Actually fund upgrade of Kings and Waterloo Corner Road. Not just broad statement.
- I believe more needs to be said about what is being done for our safety. It only touches on CCTV usage. Personal safety when commuting, road rage, break-ins, stolen cars, racism, domestic violence, all of these issues are happening in our community.
- Maintain trees along Kings Rd (particularly between Whites Rd and Fairbanks Dve) at a lower height so they are actually serving a purpose and people can see at night.

- Add footpaths along Kings Rd (particularly between Whites Rd and Fairbanks Dve) so it is safe to walk for pedestrians and people who use wheelchairs and other mobility aids (there is currently either no access or extremely unsafe access). Replace paved footpaths with concrete footpaths that have lifted or sunk. These are tripping hazards and are also extremely uncomfortable routes to drive along for people who use wheelchairs and other mobility aids. Remove unattractive, overgrown bushes along Kings Rd (Pt Wakefield Rd side) which do not fit with the “attractive and well maintained” Foundation. A concrete footpath continuing on from Whites Rd should be placed here with attractive green grass and a few small plantings so passengers getting off buses can use (improving lighting also important for bus passengers) and pedestrians can walk along the footpath too which is another foundation statement (the health and wellbeing of our community is a priority).
- Listen to the people more, not tokenism consultations that don’t change the end outcome.

page 6. To avoid confusion these should be the same.

- I think you mean page 5. Under operational focus I noticed community centres were noted in regard to delivering community programs. I think libraries should also be detailed with both cc and libraries providing learning opportunities. I also wonder if (and I’m probably getting too bogged down in the detail now) but if we look to offer virtual opportunities from centres and libraries be it learning, groups, connection :).
- Upgrade the community hubs at Burton and Ingle Farm designing in social inclusion from the start.
- In operational focus, ensure our public spaces are accessible for all and sporting facilities are maintained and well used.
- Advocated for improved infill development policies and better universal urban design.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- The need for ‘universal’ design and accessibility needs to be incorporated into Foundations and actions.
- Provide engagement supports for all levels of the community and not just those who can connect digitally or engage digitally.
- Creating or upgrading our open space again. Looking to upgrade certain intersections and roads to recovery.
- The critical actions are commendable but are they sufficiently progressive? Does this spur us on to try new things?
- No immediate changes come to mind - the proposed critical actions are comprehensive and well considered.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on

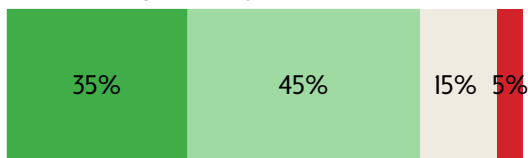


A SUSTAINABLE CITY

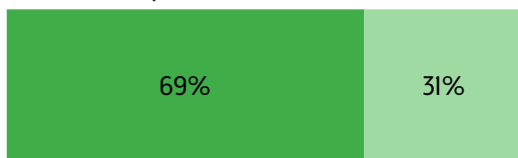
FOUNDATIONS

Do the Foundations for this direction (see page 8 of the draft City Plan 2035) describe what is important for our community if it is to be 'A sustainable City'?

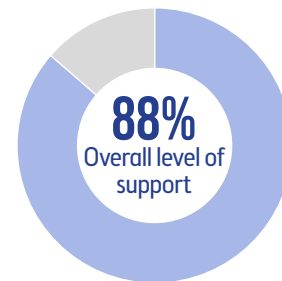
Community (20 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (88% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Three community members were 'not sure' and one 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Community needs to include all residents and not to favour immigrants. Community needs to include elderly also.
- There needs to be a greater interaction with residents and actually listen to them, take on board their views on how their area works. Sometimes one size does not fit all.
- List actual achievements and what is actually planned.
- Only to add a foundation which is to encourage the youngest in our community to

continue the sustainable work and pave the path to a sustainable living future.

- Actually have green spaces. Improve dog parks with grass which is green. Maintain trees at an appropriate height. When I walk my dog there is always smashed glass on Louisa Rd near Bolivar Rd and republish from the fast food places. There is always smashed glass at the bus stop opposite Paralowie shopping centre.

STAFF FEEDBACK ON THE FOUNDATIONS

- I think the scope could be widened.
- I think there is an opportunity to add a point illustrating Council's commitment to reducing their environmental footprint (not just making the most of resources)
- Nil - support the proposed Foundations.
- Does Sustainable include financially? If not is this clear?
- I think the management and reuse of waste is imperative and the green open space vital. I would not make any changes.

CRITICAL ACTIONS

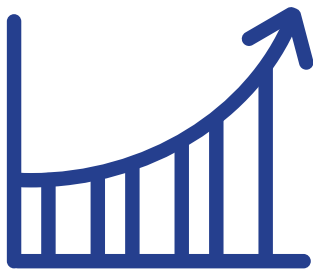
What changes to the Critical Actions (see page 8 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Review of Nawma operations, it could be better. Review of items that are accepted.
- Communicating with the Community, elected Council members to be more interactive with the community. Elected Members to reply to residents' concerns and not ignore them. Elected Members not to take credit for things they have not done.
- Pilot general waste collection fortnightly and recycling/green waste weekly
- Rubbish removal in the river, biodiversity education! (Last year I saw someone take a duckling and give it to their child to take photos with! A bit of education and signage wouldn't hurt.).
- Be proactive on climate change adaptation, environmentally friendly and smart urban design.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- In our current COVID-19 restrictions sustainability is key. Could we include an action on helping residents develop community gardens or possibly improving the use of their own gardens to grow veggies etc. Encourage the green thumbs.
- Making a stronger stance to not only 'review Council's sustainable strategy' but to audit all Council owned sites to gain (insert relevant certification i.e: green star here). Many Councils (e.g. Onkaparinga) are doing this very well.
- Focus more on community involvement and accountability.
- Educating our communities, businesses and staff on improved recycling programs, focus on cleaning our streets, parks and open spaces through appropriate litter control that supports our city pride agenda, renewed focus on our recycled water program and harnessing reuse of stormwater through enhanced verge and open space management.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 8. To avoid confusion these should be the same.
- Look at ways to provide program sustainability, particularly for those programs which can create a sense of dependency within their communities. Provide education opportunities around environmental sustainability that they can do, based on council's best practices. Also share in a number of different ways updates on how the council is progressive in the environmental sustainability.

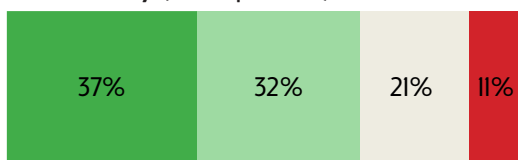


A GROWING CITY THAT CREATES NEW OPPORTUNITIES

FOUNDATIONS

Do the Foundations for this direction (see page 10 of the draft City Plan 2035) describe what is important for our community if it is to be 'A growing City that creates new opportunities'?

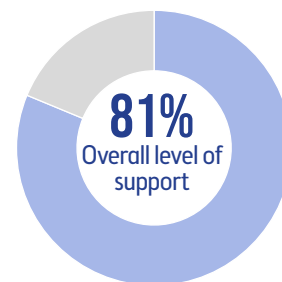
Community (19 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (81% of all respondents) 'agreed' or 'somewhat agreed' that 'the Foundations for this direction were appropriate. Four community members were 'not sure' and two 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Just that governments need to be kept accountable also, that our city matters as much as any other. Our roads etc have been neglected by several changing governments over the years with the same outcome.

STAFF FEEDBACK ON THE FOUNDATIONS

- Opportunity to add COVID-19 relevant point to acknowledge the need to support businesses through this time.
- Nil - support the proposed Foundations.
- This direction also needs something supporting diversity of community and skills. It needs to recognise that support is needed for people with overseas qualifications, which have specific challenges and difficulties. Also need to have consideration of diverse community groups.

- Jobs are a main priority for migrants, so it is good that employment is the focus of this direction.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 10 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- If you want to attract new business into the city, you need to action a few things. People need to feel safe visiting and the noise of the planes needs to drop dramatically as it is a nuisance.
- For private sector to invest in John Street, clean up and get rid of the feral drunks who hang around first. Enhance other suburbs; this council concentrates on the same areas and neglects others.
- Actively court potential and emerging technology industries and bring them to Salisbury.
- I would love to see more street art to bring a more youthful, cultural vibe to Salisbury. Even better if we could have an artist represent each major cultural group that resides in Salisbury. Bring buskers to the improved John street! Improve the bus stops along Church St. Connect new suburbs (St Kilda) to Salisbury centre with bus routes.

coming. Help future proof our residents.

- Support the upgrade of the Salisbury City Centre through public realm improvements, identifying surplus land suitable for appropriate infill and development.
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 10. To avoid confusion these should be the same.
- Additional critical actions: Council will continue to deliver on our foundations by:
 - » Building work readiness across our community's diversity to respond to the needs of industry
 - » Raising the aspirations of our diverse community and increase awareness of emerging job opportunities.
- In strategic projects, enhance the Salisbury City Centre by applying universal design in the upgrade of Church and John Streets and attract private sector investment and development into surplus Council sites.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- Attracting firms to Salisbury won't necessarily provide jobs to residents. People will commute from wherever to fill roles. Working from home is the new norm showing that geography is less important. If you want to help residents surely it would be better to provide opportunities for upskilling and preparing them for the opportunities that are

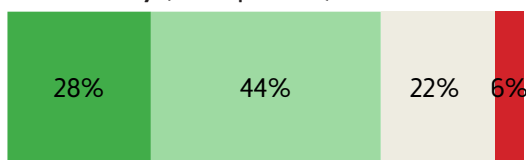


INNOVATION AND BUSINESS DEVELOPMENT

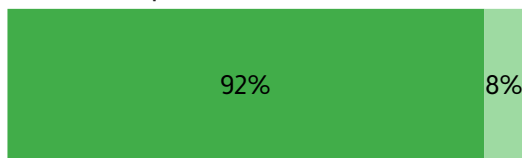
FOUNDATIONS

Do the Foundations for this direction (see page 12 of the draft City Plan 2035) describe what is important for our community in terms of 'Innovation and business development'?

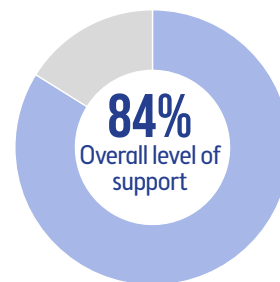
Community (18 responses)



Staff (13 responses)



- Yes/agree
- Somewhat agree
- Not sure
- Disagree



Majority of the respondents (84% of all respondents) 'agreed' or 'somewhat agreed' that the Foundations for this direction were appropriate. Four community members were 'not sure' and one 'disagreed'.

What changes to the Foundations would you make?

COMMUNITY FEEDBACK ON THE FOUNDATIONS

- Celebrating our achievements
- Experience of dealing with this council is a nightmare, promise to get back to residents in a timely manner.
- Our staff are innovative and forward thinking.

STAFF FEEDBACK ON THE FOUNDATIONS

- Nil - support the proposed Foundations.
- Affordable, Financial sustainable? As well as quality outcomes.
- Strengthening Salisbury 'brand' is an expression of jargon, use instead image/reputation.

CRITICAL ACTIONS

What changes to the Critical Actions (see page 12 of the draft City Plan 2035) would you make?

COMMUNITY FEEDBACK ON THE CRITICAL ACTIONS

- Currently Salisbury Council is one of the worst councils to deal with, a huge improvement is needed to re-gain the trust of the residents. If this council understood the needs of the community it would be assisting with the Parafield Airport issues.
- Elected council members need to get out and about in the community and meet with residents, door knock, send out newsletters. Elected council members need to show they are earning the money by replying to residents queries. They need to be prepared to do the hard work and not take credit for things they did not implement.
- I am not quite sure but we need to get away from the mindset that innovation will only be approved if it will deliver value from the beginning. CoS needs to be willing to risk trying stuff to see if it will work. Try everything! Don't be afraid to give it a go. We are way too careful in this organisation and afraid of what the community will say. There are so many things we can try that are free, little cost, little risk but large reward but we don't do them because they are either long term projects or no literal reward will ensue except knowledge. I think we need to start looking out there for what is happening and figuring out if we can take advantage of something new to bring better experiences to our residents. We are too inwardly focussed on ticking the boxes and so is this city plan. It's just the same as it always has been. There is nothing innovative in it.
- Add engagement with sport peak bodies to section regarding improved community engagement. Opportunities being missed by not being proactive with communication.

STAFF FEEDBACK ON THE CRITICAL ACTIONS

- Some of the critical actions are just statements. There is no action attached. What are we planning on doing? Also these actions are not progressive. For example, we can promote the Salisbury brand by getting people talking about us in a positive way. This can be achieved by doing new and innovative things that the community considers to be 'cool' and useful. We have to demonstrate that the people in the SCH can achieve great new things. Finally there is nothing in the critical actions that talks about developing the desired innovative organisational culture. This will take leadership and strong desire to change.
- Expand on what this means "Council governance practices and processes" in terms of future planning. It is a meaningless statement at present?
- The Critical Actions are classified into categories on page 3 with Strategy Development changing to Future Planning on page 12. To avoid confusion these should be the same.
- I was pleased to see actions that raised data to inform decision making and enhancing the engagement with our community!! Two great initiatives. I liked the focus on CI and technology as I believe this will be the way forward following COVID-19.
- For strategic projects, implement a change plan with a diversity emphasis so Council provides an exceptional community experience, delivers quality outcomes and is a great place to work.

FURTHER SUGGESTIONS

Is there anything else you would like to see considered or covered in the City Plan 2035?

COMMUNITY FEEDBACK

- Acknowledgement of First Nation People, of Country, more pro activity on diversity and inclusion (age, LGBTI, cultural, Aboriginal and Torres Strait Islander, ability).
- No more rate rises.
- The Elder Smith Road bridge and road need to be made dual carriage in both directions as they are main connector road between two main arterial roads.
- Salisbury is more than just Mawson Lakes and The Hub.
- Yes, I would like to see us asking the community from all walks of life. Don't just wait for those who are interested to participate in what we are doing. There are a lot of unhappy people out there. Go ask them why they are unhappy and turn them into happy people.
- I'm glad to see our main roads, Waterloo Corner and Kings Road are on the plans and hope they are addressed promptly. These areas have been neglected far too long.
- Something to happen with Kings Road. Fix basic services like flooding and potholes.
- A mental health hub for those with complex mental health issues. A hub that delivers group therapy such as DBT for the Salisbury residents that make up part of the 60,000 Adelaidians with Borderline Personality Disorder. Training for health professionals, therapy for those with addictions (drugs, gambling, alcohol), diagnosis and short term care. Help for those with schizophrenia and paranoia. A place to offer all of these things and advocate for complex mental health issues would lift some of the burden off Lyell Mac and northern mental health on park tce. Headspace is good for those with depression and/or anxiety but there is a very long waiting list for those with more complex issues and nowhere to go. I would like to see

a plan for a supporting network for mental health in Salisbury that eases the strain on other health services such as hospitals.

- More safety and reputation of Salisbury to go better.

STAFF FEEDBACK

- No additional topics but the grammar needs to be addressed.
- Not suggesting any changes but is there a link between Critical Actions and what Council will continue to deliver, to a specific Foundations within each Key Direction?
- You're probably sick to death of hearing it but within the wellbeing agenda consider mental health (which I'm sure you are) and also now with COVID-19, council's position on public health - what is our role, what will we do to keep our community safe in the future - people may be looking for this in our next plan.
- Consider including acknowledgement of country, needs to sit straight after the title page.
- On page 3 (how it was prepared, left out consultation with the focus groups (both Disability and Intercultural groups). Intercultural Plan on page 3 (how the plan was prepared section, four dot point) should be referred to as Intercultural Strategic Plan. Also, it would be good to mention Age Friendly Plan here too.
- In future planning:
 - » Review our community engagement strategy so we better respond to and anticipate the needs of our community in all their diversity
 - » Review Council's Strategic Asset Management Plan incorporating universal design considerations.



Intermethod thanks the City of Salisbury community and stakeholders who contributed their time and ideas during the engagement process. We sincerely hope that review of the City Plan in response to this report will result in securing the best future for our community.