City of Salisbury

Building City Pride Strategy

City of Salisbury

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Introduction

Assets Based Community Development

'City pride' is essentially about individuals and organisations taking pride in their city including:

> how it looks

> its unique physical, social and cultural traits

> the way people interact and get on with each other

> how others perceive their city.

Having pride in your city is likely to engender feelings of satisfaction with your living environment, a strong sense of belonging and a desire to contribute to shaping and improving your community.

Building city pride relies on the collective actions of individuals – who live, work, own property or a business in the area – in taking responsibility and positively working towards enhancing the city's social, environmental and economic capital.

Councils can play a pivotal role in building city pride by:

> Promoting and celebrating the human and physical assets of their community;

> Demonstrating the type of actions they would like others in the community to adopt in caring for and improving their city; and

> Encouraging and supporting individuals and organisations to take action in shaping and improving their community.

The City of Salisbury is committed to strengthening city pride.

The City of Salisbury's Living City Strategy aims to deliver one of four key directions of the Salisbury City Plan 2020 of "encouraging and supporting a thriving and connected community". It contributes to Objective 2 of the *Living City* Strategy: *To have an engaged community with a strong sense of vitality, pride and belonging* recognising that:

Inclusion, participation, a sense of belonging and ownership in community affairs are central to community and civic vitality. The City of Salisbury is committed to providing a broad range of opportunities for participation and engagement that allows for sharing of knowledge, values and activities which contribute to the strengthening of community ties, fosters community resilience and builds community pride.

This document outlines key strategies and actions to build and strengthen city pride. Many are already being undertaken across the City and the plan identifies new opportunities to be rolled out over the next few years.

The Council currently invests a significant amount of resources in maintaining the public realm. The City Pride strategy provides an opportunity through an assets based community development approach (ABCD) to encourage greater community involvement in how the public realm is improved to meet community needs as well as supporting and encouraging the maintenance and beautification of the private realm

Traditionally community development has taken a needs based approach. Local organisations rely on external institutions to deliver "services" and leads to the notion that "only outside experts can provide real help". Funding is made available on the basis of categories of needs rather which leads to fragmentation of efforts and weakens neighbour-to-neighbour links.

ABCD is a resilience planning tool and recognises that the community already knows "the answer" and is "the expert". At the core of ABCD is "asset mapping" which is used to identify the role of people assets (individuals and groups) and built assets to drive social and economic change. It involves local government and agencies 'leading by stepping back', so that communities and marginalised people shift from being 'consumers' of services to 'designers' of community programs, and, finally 'producers' and 'enablers' of community.

Communities that grow strong are internally focused and have built an inventory of their assets and have come to see value in resources that would otherwise have been ignored, unrealised, or dismissed. Such unrealised resources include not only personal attributes and skills, but also the relationships among people through social, kinship, or associational networks. By mobilising these informal networks, formal institutional resources can be activated - such as local government, formal community-based organisations, and private enterprise.

ABCD rests on the principle that the recognition of strengths, gifts, talents and assets of individuals and communities is more likely to inspire positive action for change than an exclusive focus on needs and problems. People are seen as engines of community action, and as a source of power and leadership, these are considered assets of the community.

The benefit of ABCD led initiatives is that community solutions tend to be simple, low cost, owned by the community and sustainable. Local Government can add power to change that is driven by the community. Local Governments' role in supporting ABCD can be as legislator, facilitator, enabler and seed funder – it may have a seat at the table, without having to be the leader. By taking this approach, Local Government does not have to employ a one-size-fits-all approach to community development.

The City Pride Strategy introduces some elements of ABCD in strategies that will empower the community to be agents of sustainable change and improvement.

Desired Outcomes and Observable Changes

As listed below, enhanced city pride would be evident in both how the local community and the external community perceive and experience the City of Salisbury. A number of the desired observable changes align with corporate indicators identified in the Living City Strategy.

The biennial Community Perceptions survey will also measure longitudinal changes in attitudes, behaviours and community perceptions as a result of an improved level of city pride. Relevant questions/indicators include:

> What attracted you to live in the City of Salisbury

> What are the strengths of City of Salisbury

> How often are you involved in community activities (this covers council and other local events, festivals, visits to recreation centres, community centres, libraries, seniors centres

> Satisfaction with quality of life elements. This covers aspects such as :

- affordable housing
- job opportunities
- the range of community groups and social clubs
- having a diverse community
- access to good shopping opportunities
- recreational areas
- parks and reserves, walkways and trails
- having a sense of community
- streets, verges, footpaths and general cleanliness of streets
- managing the local environment sustainably

> How could quality of life be improved

Desired outcomes	Observable changes	Corporate indicators
Community members of the City of Salisbury (including ratepayers, residents, workers, property owners) have pride in: > the City's natural and built environment > their fellow citizens and how the community interacts and functions > how the external community sees the City. The perception of the City of Salisbury and its occupants is substantially increased amongst the wider community of Adelaide and South Australia.	Community members of the City of Salisbury (including ratepayers, residents, workers, property owners): > feel proud to say they live, work or own property in the City > take responsibility for the appearance of their respective residential and business properties > treat the City's natural and built environment with respect > actively participate in engagement processes and projects to improve the public realm > know their neighbours and are willing to lend a hand in need > value and celebrate the cultural diversity of the community > are actively involved in the life of the community > see and hear positive stories about the City in local and state-wide media	**Liveability** > Perceptions of Quality of Life > Perception of Quality of Open Space **Engagement and Participation** > Number of Volunteer Hours > Voting in Elections > Participation in Decision-making Forums

Objectives, Strategies and Critical Actions

To achieve these desired outcomes, the City of Salisbury will take a leadership role in fostering opportunities to work collaboratively with City ratepayers, residents, traders and organisation to:

1. Improve the amenity and visual appearance of the City

2. Strengthen social networks and community cohesion

3. Promote the merits of the City as a great place to live, work and play.

Strategies and critical actions to achieve these three objectives are elaborated below.

Objective 1

To improve the amenity and visual appearance of the City

We want to engender community pride in the City's natural and built environment so that community members treat the environment with respect, are actively engaged in improving the appearance of the public realm as well as taking responsibility for the appearance of their own property.

Improving the physical appearance of our City–both public and private environments is also likely to:

> engender increased self-worth: individuals are likely to feel better about themselves and where they live, work and/or own property

> enhance the external perception of our City and its occupants.

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.1 Maintain and improve the public realm	Maintain and improve Council-owned assets including buildings, roads, verges and signage	Leader, Service Provider	City Infrastructure	Existing Capital and Operating Budget	Ongoing
	Remove graffiti in a timely manner	Leader, Service Provider	City Infrastructure: Volunteer Graffiti Team	Existing Operating Budget	Ongoing
	Further maximise water re-use opportunities and mitigate the impacts of stormwater inundation and flooding	Service Provider	City Infrastructure	Existing Capital and Operating Budget	Ongoing
	New opportunity Update the livery on the city vehicle fleet to promote the City Pride message and include contact information for residents to call to report problems / issues	Service Provider	City Infrastructure & Community Development: Communications & Customer Relations	New Initiative 2014/15	2014/15 and ongoing
	New Opportunity Implement LGA 'My Local Services' App once finalised (assuming back-end integration successful)	Partner	Business Excellence: IT Community Development: Communications & Customer Relations	Existing Operating and Capital Budget	2014/15

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.2 Improve the appearance and usage of the City's parks and open spaces	Implement the Reserve Upgrade Program > Actively engage the community in designing the upgrade > Identify opportunities to sell any surplus land to upgrade parks and surrounds	Service Provider, Facilitator	City Infrastructure Community Development	Existing Capital Budget	Ongoing
	Green the City's parks and reserves by reinstating watering systems	Service Provider	City Infrastructure	Existing Capital and Operating Budget	Ongoing

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.3 Improve the appearance and cohesion of residential areas	Implement the Streetscape Renewal Program	Service Provider	City Infrastructure	Existing Capital and Operating Budget	Ongoing
	New opportunity Enhance the Streetscape Renewal Program by providing updated information packs to residents that include information about verges and garden care.	Service Provider	City Infrastructure & Community Development	Existing Operating Budget	2013/14
	New opportunity Review streetscape policy in line with asset management plans to develop multiple programs including tree thinning	Service Provider	City Infrastructure	New Initiative 2014/15	2014/15 and ongoing
	New opportunity Trial an expanded streetscape project at one site with an integrated approach incorporating streetscape renewal, road reseal and private realm education	Service Provider	City Infrastructure & Community Development	New Initiative 2014/15	2014/15 and ongoing

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.4 Improve the appearance of the main roads and entrances into the city	Maintain and improve attractive entrance statements to the City > Regularly update the imagery of entrance statements into the city > Install new entrance statements as part of Salisbury City Centre Wayfinding / Signage Strategy	Service Provider	City Infrastructure/ Community Development: Communications & Customer Relations	Existing Operating and Capital Budget	Ongoing
	New opportunity Pilot a project, working in partnership with local businesses and utilities, to create an ordered and consistent streetscape on a priority section of a major road.	Service Provider, Facilitator & Partner	City Infrastructure, City Development and Community Development	Existing Capital Budget and New Initiative 2014/15	2014/15

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
1.5 Improve the appearance of shopping centres	Implement the Salisbury City Centre Action Plan, particularly Action Area 6: Public Realm Activation	Service Provider, Facilitator & Partner	Urban Development (Coordination Responsibility)	Existing Capital and Operating Budget	As per the Salisbury City Centre Action Plan Timeframe
	New Opportunity Pilot a project in partnership with shopping centre management to improve the public and private amenity including entrances of local shopping centres	Service Provider, Facilitator & Partner	City Development, City Infrastructure	New Initiative 2014/15	2014/15
1.6 Improve the appearance of non-residential areas	Undertake spot audits on adherence to conditions of development approval	Service Provider	City Development	Existing Budget	Ongoing
	New opportunity Pilot a project, working in partnership with local businesses in a non-residential area, to improve streetscape appearance including the frontage of private properties	Facilitator & Partner	City Infrastructure/ Community Development: Communications & Customer Relations	New Initiative 2014/15	2014/15

Objective 2

To strengthen social networks and community cohesion

We want to build on the strengths of our community to foster a strong sense of community belonging and active citizen involvement in the life of the community.

Council can play a key role in facilitating opportunities for community members to get to know and interact with each other, to actively participate in contributing to the wellbeing of the community now as well as shaping our City's future.

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
2.1 Promote the importance of active citizen engagement	Promote the range of opportunities already available for community members to participate in the functioning and governance of the city including: > Volunteering to support community organisations, schools and sporting clubs, as well as Council run Community service and environmental sustainability programs > Voting in local government elections > Standing for local government	Leader, facilitator	Community Development: Communications & Customer Relations	Existing Operating Budget	Ongoing
	Work with local schools to increase students' awareness of the important role of engaging citizens in shaping their community. Displays on responsible citizenship in libraries and community centres	Leader, Facilitator	Community Development: Communications & Customer Relations Libraries & Community Centres	Existing Operating Budget	Ongoing
	New opportunity Actively engage the community in volunteerism, environmental care and action through the 'Creating Biophilic Cities through Citizen Science' project in partnership with UNISA	Partner	City Infrastructure / Community Development: Communications & Customer Relations	Existing Operating Budget and New Initiative 2014/15	2013/2014

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
2.2 Facilitate opportunities for resident interaction	Continue to utilise Community and Recreation Centres as community hubs	Leader, Facilitator	Community Development: Community Centres and Libraries	Existing Operating Budget	Ongoing
	New Opportunity Develop a 'Get to Know your Neighbours' campaign	Leader, Facilitator	Community Development: Community Centres and Libraries	Not known until the outcome of the Libraries and Community Centres Program Review	2014/15
2.4 Encourage community groups to design and undertake their own City Improvement projects	*New Opportunity* Revise community grant guidelines to include a city improvement category	Leader, Facilitator	Community Development	Existing Operating Budget	2013/14
2.5 Celebrate our cultural diversity	Actively engage residents and businesses in organising and participating in events that celebrate the cultural diversity of our community.	Leader, Facilitator	Community Development	Existing Operating Budget	Ongoing

Objective 3

To promote the merits of the City as a great place to live, work and play

We want to promote our achievements both locally and to the wider South Australian community.

We have a lot to be proud of about our City. We want to recognise and celebrate the richness of our community including our cultural diversity, the achievements of our 'local heroes' and the ongoing improvements to our City.

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.1 Recognise and celebrate the achievements of our citizens	Recognise our outstanding residents at the annual Australia Day Awards Promote the achievements of high achievers such as the recipients of the Phoebe Wanganeen Scholarship Program	Leader	Community Development: Communications & Customer Relations	Existing Operating Budget	Ongoing
	New opportunity Transition the 'Living Legends Award' into the new 'City Pride Award' program	Leader	Community Development: Communications & Customer Relations	Existing Operating Budget	2014/15
3.2 Promote the improvements we make to our physical environment	*New opportunity* Identify and badge key 'City Pride' infrastructure projects	Leader	City Infrastructure & Community Development: Communications & Customer Relations	Existing operating budget	2013/14
	New opportunity Celebrate the completion of major 'City Pride' projects	Leader	City Infrastructure & Community Development: Communications & Customer Relations	Budget Review in 2013/14	2013/14

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.3 Promote the achievements of our City's community members–locally and further afield	Promote the achievements of community members as well as city improvement projects in Salisbury Aware	Leader	Community Development: Communications & Customer Relations	Existing Operating Budget	Ongoing
	Showcase city achievements through presentation of papers at state, national and international conferences	Leader	Community Development: Communications & Customer Relations	Existing Operating Budget	Ongoing
	Continue to promote our city through the Mobara City, Japan cultural exchange program and events such a Matsuri on Mobara and the Salisbury Writers Festival	Leader	Community Development: Communications & Customer Relations and Community Planning and Vitality	Existing Operating Budget	Ongoing

Strategies	Critical Action	Council Roles	Key Responsibility	Resource Implications	Timeframe
3.4 Encourage people to discover Salisbury	Implement the Wayfinding / Signage Strategy in accordance with the Salisbury City Centre Action Plan	Service Provider, Leader	City Development	Existing Capital Budget	As per the Salisbury City Centre Action Plan timeframe
	Profile the City by hosting state and national events such as the Australian Pro Tour tournament	Leader	Community Development: Communications & Customer Relations / Recreation Services/ Community Planning and Vitality	Existing Operating Budget	Ongoing
	New opportunity Implement the 'Discover Salisbury Campaign' via billboards, Messenger, Website, Social Media etc and a promotional video	Leader	Community Development: Communications & Customer Relations	Existing Capital and Operating Budget	2013/14