



AGENDA

FOR POLICY AND PLANNING COMMITTEE MEETING TO BE HELD ON

18 SEPTEMBER 2017 AT 6:30 PM

IN THE COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY

MEMBERS

Cr D Pilkington (Chairman)
Mayor G Aldridge
Cr D Balaza
Cr S Bedford
Cr B Brug
Cr D Bryant
Cr C Buchanan
Cr G Caruso
Cr L Caruso
Cr E Gill
Cr R Cook
Cr S Reardon
Cr D Proleta
Cr G Reynolds
Cr S White
Cr J Woodman (Deputy Chairman)
Cr R Zahra

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Acting General Manager City Infrastructure, Ms K Pepe
General Manager Community Development, Ms P Webb
Acting Manager Governance, Ms J Rowett
Manager Communications and Customer Relations, Mr M Bennington
Team Leader Corporate Communications, Mr C Treloar
Governance Support Officer, Ms K Boyd

APOLOGIES

An apology has been received from Cr D Bryant.

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr R Cook.

PRESENTATION OF MINUTES

Presentation of the Minutes of the Policy and Planning Committee Meeting held on 21 August 2017.

REPORTS

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OTHER BUSINESS

CLOSE



**MINUTES OF POLICY AND PLANNING COMMITTEE MEETING HELD IN THE
COUNCIL CHAMBER, 12 JAMES STREET, SALISBURY ON**

21 AUGUST 2017

MEMBERS PRESENT

Cr D Pilkington (Chairman)
Mayor G Aldridge
Cr D Balaza
Cr B Brug
Cr D Bryant (*from 7:15 pm*)
Cr C Buchanan
Cr G Caruso
Cr L Caruso
Cr E Gill
Cr D Proleta
Cr G Reynolds
Cr J Woodman (Deputy Chairman) (*from 6:52 pm*)
Cr S White

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Acting General Manager City Infrastructure, Ms K Pepe
General Manager Community Development, Ms P Webb
Manager Governance, Ms T Norman
Governance Support Officer, Ms K Boyd

The meeting commenced at 6:40 pm.

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

APOLOGIES

Apologies were received from Cr S Bedford, Cr R Cook, Cr S Reardon and Cr R Zahra.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr G Caruso
Seconded Cr D Balaza

The Minutes of the Policy and Planning Committee Meeting held on 17 July 2017, be taken and read as confirmed.

CARRIED

Moved Cr L Caruso
Seconded Cr G Caruso

The Minutes of the Confidential Policy and Planning Committee Meeting held on 17 July 2017, be taken and read as confirmed.

CARRIED

REPORTS

Administration

1.0.1 Future Reports for the Policy and Planning Committee

Moved Cr D Proleta
Seconded Cr L Caruso

1. The information be received.

CARRIED

Community Development

1.1.1 Australia Day 2018 - Options for the Future Management of the Australia Day Event

Cr J Woodman entered the meeting at 6:52 pm.

Moved Cr G Reynolds
Seconded Mayor G Aldridge

1. That a non-discretionary budget bid of \$35,000 to deliver Australia Day celebrations in January 2018 be endorsed, with staff authorised to progress this work from the date of this resolution.
2. That a Strategic Advisory Board be established to provide operational advice on the scale and scope of the Australia Day January 2018 event in line with the evaluation findings contained in section 4.2 of this report (Item No. 1.1.1, Policy and Planning Committee, 21/08/2017) and budget.
3. That the Australia Day January 2018 Strategic Advisory Board be comprised of representatives from the Rotary Club of Salisbury, other service clubs, business and community groups.
4. That two (2) Council representatives be appointed to the Australia Day January 2018 Strategic Advisory Board being Mayor Gillian Aldridge and Cr Damien Pilkington.

**CARRIED
UNANIMOUSLY**

1.1.2 Minutes of the Youth Council Sub Committee meeting held on Tuesday 8 August 2017

Moved Cr S White
Seconded Mayor G Aldridge

Recommendation

1. The information be received and noted.

**CARRIED
UNANIMOUSLY**

1.1.3 Youth Council Membership - Proposal to Remove Two Youth Members; Resignation of Mentor

Moved Cr S White
Seconded Cr L Caruso

Recommendation

1. That in accordance with the process set out in the Youth Council Terms of Reference (section 4.9) letters be sent to Liam Bilsborow and Teya Gribble seeking written confirmation of their resignation from the Youth Council and that failing a response within 14 days their membership of the Youth Council be terminated.
2. That the resignation from Andrew Chapman from the position of Mentor on the Youth Council be received and accepted.

**CARRIED
UNANIMOUSLY**

1.1.4 Youth Council Project Team Updates

Moved Cr S White
Seconded Cr J Woodman

Recommendation

1. That the information be received and noted.

**CARRIED
UNANIMOUSLY**

1.1.5 Twelve25 Salisbury Youth Enterprise Centre - August Update

Moved Cr S White
Seconded Cr J Woodman

Recommendation

1. That the information be received and noted.

**CARRIED
UNANIMOUSLY**

Economic Development

1.2.1 Building Upgrade Finance

Mayor G Aldridge left the meeting at 07:06 pm.

Cr D Bryant entered the meeting at 7:15 pm.

Mayor G Aldridge returned to the meeting at 07:16 pm.

Moved Cr C Buchanan

Seconded Cr G Reynolds

1. That the City of Salisbury participate in the Building Upgrade Finance mechanism, by offering to enter into Building Upgrade Agreements as defined by Schedule 1B of the *Local Government Act 1999*.
2. The Building Upgrade Agreements Policy as set out in Attachment 1 to this Report (Item 1.2.1, Policy and Planning Committee, 21/08/2017) be endorsed.
3. In exercise of the power contained in Section 44 of the *Local Government Act 1999* the following powers and functions under Schedule 1B—Building upgrade agreements:
 - 2—Enter into a building upgrade agreement;
 - 6—Declaration of building upgrade charge; and
 - 13—Register of building upgrade agreements.

are hereby delegated from the 29th of August 2017 to the person occupying the office of Chief Executive Officer which the Chief Executive Officer cannot further sub-delegate.
4. The schedule of fees and charges provided in paragraph 3.13 of this Report (Item 1.2.1, Policy and Planning Committee, 21/08/2017) be endorsed.
5. That it be noted that staff will continue to work with the State Government and the Local Government Association to develop administrative procedures to ensure implementation is consistent with Council's obligations and mitigates potential risks arising from participating in the scheme, with the objective of the scheme being operational by 1 October 2017.
6. That the CEO provide a report to Council of the exercise of powers delegated under Schedule 1B - Building Upgrade Agreements at the next appropriate Council meeting following exercise of the delegation.

CARRIED

Urban Development

1.3.1 Annual Report of the Development Assessment Panel for 2016/17

Cr L Caruso declared a material conflict of interest on the basis of being a member of the Development Assessment Panel. Cr L Caruso left the meeting at 07:18 pm.

Cr S White declared a material conflict of interest on the basis of being a member of the Development Assessment Panel. Cr S White left the meeting at 7:18 pm.

Cr G Reynolds declared a material conflict of interest on the basis of being a member of the Development Assessment Panel. Cr G Reynolds left the meeting at 07:18 pm.

Moved Cr C Buchanan
Seconded Cr J Woodman

1. That the Annual Report of the Development Assessment Panel for 2016/17 be noted.

CARRIED

Cr L Caruso returned to the meeting at 07:19 pm.

Cr G Reynolds returned to the meeting at 07:19 pm.

Cr S White returned to the meeting at 7:19 pm.

Subsidiaries

1.6.1 Appointment of NAWMA Board Deputy Member to General Manager City Infrastructure

Cr D Balaza declared a material conflict of interest on the basis of being a Member of the Board of NAWMA. Cr D Balaza left the meeting at 07:19 pm.

Cr J Woodman declared a material conflict of interest on the basis of being a Member of the Board of NAWMA. Cr J Woodman left the meeting at 07:20 pm.

Cr G Reynolds declared a material conflict of interest on the basis of being a Deputy Member of the Board of NAWMA. Cr G Reynolds left the meeting at 07:20 pm.

Cr E Gill declared a material conflict of interest on the basis of being a Member of the Board of NAWMA. Cr E Gill left the meeting at 07:20 pm.

Moved Cr C Buchanan

Seconded Cr D Proleta

1. Mr Mark Purdie, Manager Field Services, be appointed as the deputy to Mr Mark van der Pennen, General Manager City Infrastructure on the Northern Adelaide Waste Management Authority Board for the remainder of the current term of Council.

**CARRIED
UNANIMOUSLY**

Cr E Gill returned to the meeting at 07:21 pm.

Cr J Woodman returned to the meeting at 07:21 pm.

Cr G Reynolds returned to the meeting at 07:21 pm.

Cr D Balaza returned to the meeting at 07:21 pm.

Corporate Plans

1.7.1 Salisbury City Centre Renewal - Branding and Tagline

Cr S White left the meeting at 7:27 pm.

Moved Cr L Caruso

Seconded Cr G Caruso

1. That the information be received.
2. That “Creating Opportunities, Connecting People” be endorsed as the tagline for the Salisbury City Centre renewal project.
3. That the Community Hub Building Branding Principles as outline in this report (Item No. 1.7.1, Policy and Planning committee, 21/08/2017, 4.18 – 4.25) be endorsed.

CARRIED

Cr S White returned to the meeting at 7:28 pm.

OTHER BUSINESS

Nil

The meeting closed at 7:28 pm.

CHAIRMAN.....

DATE.....

ITEM	1.0.1
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Future Reports for the Policy and Planning Committee
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Policy and Planning Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The following table outlines the reports to be presented to the Policy and Planning Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
26/04/2016 1.1.1	Review of the Twelve25 Advisory Group 1. The Twelve25 Youth Advisory Group continue with a further review to be conducted in February 2017. Due: October 2017	Rick Henke
26/04/2016 GB1	Mawson Lakes DPA - requirements to receive approval from Minister for Planning 3. That a further report be provided to Council in relation to the proposed Mawson Lakes DPA Part 2 for consideration of the proposed amendments following consideration of appropriate policy content and further discussions with the Department for Planning Transport and Infrastructure. Due: November 2017	Peter Jansen
19/12/2016 1.3.1	Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment update 4. That a further report be provided to Council on the outcomes of the Rural (Aircraft Noise) Direk Industry and Residential Interface Development Plan Amendment public consultation process upon conclusion of the consultation period. Due: September 2017 Deferred to: April 2018 Reason: Awaiting approval from the Minister to undertake consultation on the DPA.	Peter Jansen
19/12/2016 P&P-OB1	RAAF AP-3C Tailfin for Purposes of Display That staff prepare a report working with Salisbury RSL to obtain an AP-3C Tailfin from RAAF for purposes of display within the Salisbury Council area, potentially as part of the Salisbury Oval Precinct upgrade. Due: June 2018	Adam Trottman
27/03/2017 NOM2	Community Street Art Program As part of the City Pride Agenda, staff bring back a report exploring options for the commencement of a Community Street Art Program, with a view to installing locally created artwork by youth members of the community at various locations throughout the City including, but not limited to, smaller suburban shopping centres and Council facilities such as Community Centres and Recreation Centres. Due: January 2018	Adam Trottman
24/04/2017 1.3.1	Salisbury, Mawson Lakes and Ingle Farm Car Parking Review Salisbury City Centre Study Area: (d) Retain the current exemption from car park contribution for small business with a further review in two years. Due: June 2019	Peter Jansen

Meeting Item	- Heading and Resolution	Officer
24/04/2017 1.3.1	Salisbury, Mawson Lakes and Ingle Farm Car Parking Review Mawson Lakes Study Area: (ii) Subject to a further Council report a trial of electronic parking controls in Euston Walk and Metro Parade to assist in utilisation and turnover of parking spaces adjacent the Mawson Lakes interchange.	Peter Jansen
Due:	December 2017	
24/04/2017 1.3.2	Privately Funded Development Plan Amendments Policy Review 2. That a review of the Privately Funded Development Plan Amendment Policy be conducted when relevant details of the Planning Reforms under the Planning, Development and Infrastructure Act are known.	Peter Jansen
Due:	October 2017	
26/06/2017 1.1.2- SIPSC3	International Staff Exchange Programme with the Cities of Mobarra and Linyi 2. That a further report be prepared providing an outline of the potential risks, benefits, cost and procedures associated with the development of a staff exchange programme with the Cities of Mobarra and Linyi.	Gail Page / Julie Douglas
Due:	September 2017	
Deferred to:	November 2017	
Reason:	Awaiting further information on management options and cost implications.	
24/07/2017 1.0.2- TVSC2	Recreational Vehicle Sites in the City of Salisbury 3. That a further report be brought back to Council detailing the outcome of those further investigations.	Dylan Grieve
Due:	October 2017	

4. CONCLUSION / PROPOSAL

- 4.1 Future reports for the Policy and Planning Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer: EXEC GROUP
Date: 11.09.17

ITEM	1.0.2
	POLICY AND PLANNING COMMITTEE
HEADING	Minutes of the Tourism and Visitor Sub Committee meeting held on Monday 11 September 2017
AUTHOR	Karen Wehrmann, Debtors & Property Officer, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Tourism and Visitor Sub Committee meeting held on Monday 11 September 2017 are presented for Policy and Planning Committee's consideration.

RECOMMENDATION

1. The information contained in the Tourism and Visitor Sub Committee Minutes of the meeting held on 11 September 2017 be received and noted and that the following recommendations contained therein be adopted by Council:

TVSC1 Review of Tourism and Visitor Sub Committee

1. The information be received
2. That the Tourism and Visitor Sub Committee continues for the remainder of the current term of Council.

TVSC2 Recreational Vehicle Site in the Salisbury City Centre

1. That in-principle support for the purposes of community consultation to use Pioneer Park as a Recreational Vehicle parking site as defined in paragraph 4.2 of this report (Item No. TVSC2, Tourism and Visitor Sub Committee, 11/09/2017) be endorsed.
2. That public consultation in relation to the use of Pioneer Park (South Terrace) as a Recreational Vehicle parking site be undertaken in accordance with section 202(2) of the Local Government Act 1999 and the City of Salisbury Public Consultation Policy.
3. That following the conclusion of the public consultation process a further report be presented providing the outcomes of the consultation process and the proposed actions as a consequence of the consultation outcomes.

ATTACHMENTS

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

1. Minutes Tourism and Visitor Sub Committee - 11 September 2017

CO-ORDINATION

Officer: GMBE
Date: 13.09.17



**MINUTES OF TOURISM AND VISITOR SUB COMMITTEE MEETING HELD IN
COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

11 SEPTEMBER 2017

MEMBERS PRESENT

Cr S Reardon (Chairman)
Mayor G Aldridge (ex officio)
Cr R Zahra
Mr Kevin Collins
Mrs Marilyn Collins
Mr Jeffrey Pinney
Mr David Stockbridge (Deputy Chairman)

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Manager Communications and Customer Relations, Mr M Bennington
Co-ordinator Urban Policy, Mr C Watchman
Urban Planner, Mr D Grieve
Acting Administrative Coordinator - Business Excellence, Mrs K Wehrmann

The meeting commenced at 4.31pm.

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

APOLOGIES

Nil

LEAVE OF ABSENCE

Leave of absence for this meeting was previously granted to Cr R Cook.

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Mr K Collins

The Minutes of the Tourism and Visitor Sub Committee Meeting held on 11 July 2017, be taken and read as confirmed.

CARRIED

REPORTS

TVSC1 Review of Tourism and Visitor Sub Committee

Moved Mr K Collins
Seconded Mr J Pinney

- 1. The information be received
- 2. That the Tourism and Visitor Sub Committee continues for the remainder of the current term of Council.

CARRIED

TVSC2 Recreational Vehicle Site in the Salisbury City Centre

Moved Cr R Zahra
Seconded Mr K Collins

- 1. That in-principle support for the purposes of community consultation to use Pioneer Park as a Recreational Vehicle parking site as defined in paragraph 4.2 of this report (Item No. TVSC2, Tourism and Visitor Sub Committee, 11/09/2017) be endorsed.
- 2. That public consultation in relation to the use of Pioneer Park (South Terrace) as a Recreational Vehicle parking site be undertaken in accordance with section 202(2) of the Local Government Act 1999 and the City of Salisbury Public Consultation Policy.
- 3. That following the conclusion of the public consultation process a further report be presented providing the outcomes of the consultation process and the proposed actions as a consequence of the consultation outcomes.

CARRIED

OTHER BUSINESS

Nil

CLOSE

The meeting closed at 5.20 pm.

CHAIRMAN.....

DATE.....

ITEM	1.1.1
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Draft Intercultural Strategic Plan
AUTHOR	Joanne Menadue, Health & Inclusion Senior Coordinator, Community Development
CITY PLAN LINKS	3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community. 1.1 Have a community with the skills, knowledge and agility to participate in a rapidly changing economy.
SUMMARY	Draft Intercultural Strategic Plan

RECOMMENDATION

1. The information be received
2. The Intercultural Strategic Plan Background Paper forming Attachment 1 to this report (Item No. , Policy and Planning Committee, 18/09/2017) be noted.
3. The City of Salisbury Intercultural Strategic Plan forming Attachment 2 to this report (Item No. , Policy and Planning Committee, 18/09/2017) be endorsed.
4. The Intercultural Strategic Implementation Plan forming Attachment 3 to this report (Item No. , Policy and Planning Committee, 18/09/2017) be noted.

ATTACHMENTS

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

1. Draft Intercultural Strategic Plan Background Paper
2. Draft Intercultural Strategic Plan
3. Draft Intercultural Strategic Implementation Plan

1. BACKGROUND

- 1.1 Council as a part of the 2016/2017 budget process endorsed a new initiative bid for \$25,000 to contract a consultant to develop with staff a Multicultural Strategic Plan.
- 1.2 Council plays a significant role in enhancing the experiences of the diverse Salisbury community by delivering programs and services, advocating for the delivery initiatives within the region, identifying and developing key partnerships, providing a welcome and supportive environment for new arrivals to settle into the community, and by recognising and celebrating our cultural diversity.

- 1.3 Council has identified the need to develop a strategic approach respond to the changing community demographic and the emerging issues and opportunities.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Elected Members
- 2.1.2 Executive Team
- 2.1.3 Community Development Department
 - Community Health and Wellbeing
 - Community Planning and Vitality
 - Community Capacity and Learning
- 2.1.4 City Development
 - Economic Development and Urban Policy
 - Strategic Development Projects
 - Environmental Health and Safety
 - Development Services
- 2.1.5 Business Excellence
 - People and Culture
 - Rates Policy and Collections team
- 2.1.6 City Infrastructure
 - Technical Services

2.2 External

- 2.2.1 Australian Refugee Association
- 2.2.2 Migrant Resource Centre Salisbury
- 2.2.3 Welcome to Australia (Salisbury branch)
- 2.2.4 Lutheran Community Care
- 2.2.5 Community Groups

3. REPORT

3.1 Strategic Context

The City Plan 2030 reflects the understanding that the City of Salisbury is a community of people with diverse needs and expectations, and that the community should and must be increasingly cohesive and inclusive to address these needs and expectations.

- 3.2 The Plan establishes Salisbury as ‘a flourishing City with opportunity for all’ and identifies four key directions to support the intent in this area, as summarised below:

- Prosperous City – driving economic growth through creating jobs and developing skills

- Liveable City – celebrating diversity in an inclusive community.
 - Enabling Excellence – shaping a council that fosters participation and addresses needs.
- 3.3 Progress in each of these areas supports the Council’s commitment to making all individuals feel welcome and able to participate in an inclusive and cohesive society.
 - 3.4 The consulting firm Intermethod was engaged to support staff in the development of the Plan.
 - 3.5 The development of the Plan involved background research work which included data analysis, analysis of state and federal government directions, other local government strategic responses and the identifications of emerging trends, issues and opportunities.
 - 3.6 Intermethod, the project team and staff members undertook community and stakeholder engagement to determine the current situation within Salisbury and identify gaps and opportunities to enable the shaping of the Plan.
 - 3.7 During this research phase a number of projects highlighted the need for a change in approach. These changes were also reinforced in literature and international approaches to dealing with the opportunities that a diverse culture provides.
 - 3.8 The development of intercultural support as a method to ensure that communities grow, learn and support each other are becoming widely recognized as the exemplar approach and direction. An intercultural approach is for the whole community regardless of cultural or religious background or whether their families have lived here for thousands of years or whether they have themselves been here for a few short weeks.
 - 3.9 As a result Executive and the Project Team supported the shift from a Multicultural Strategic Plan, where the aim is to accept many and varied cultural traditions, to an Intercultural Strategic Plan to stimulate and support cross-cultural dialogue and activity, moving beyond passive acceptance of others’ backgrounds and beliefs to promoting interaction between cultures.
 - 3.10 This work shaped the development of the draft Intercultural Strategic Plan Background Paper (Attachment1). This paper has been developed as an internal document for an understanding of the background. This document is for Council to note.
 - 3.11 Following the draft development of the documents Elected Members were consulted at May and August’s Informal Strategy session. The feedback gathered from these sessions has guided changes to the Intercultural Strategic Plan document and the Intercultural Strategic Implementation Plan.
 - 3.12 The draft Intercultural Strategic Plan is contained in Attachment 2. This is a strategic level document which outlines the directions for council for the next 10 years. This is document is presented for endorsement.
 - 3.13 The Intercultural Strategic Plan vision is to provide directions to enable the City of Salisbury to become a welcoming, cohesive intercultural community in which all people can thrive and flourish.

3.14 The Intercultural Strategic Plan aims to:

- foster a welcoming, cohesive and inclusive intercultural community in which people of all cultures are respected equally;
- develop the City as a place where all residents have equal opportunity to participate in the region's social, economic and environmental activity;
- improve access to and awareness of support services, particularly those designed to help the most vulnerable;
- reinforce Council's commitment to boosting communication and engagement, building relationships and community harmony.

3.15 The draft Intercultural Strategic Plan has five themes:

- Advocacy and partnerships
- Communication, engagement and participation
- Recognition, celebration and events
- Services and programs
- Council's internal capacity

3.16 These themes form the basis of the City of Salisbury's intercultural framework and directions. The directions emanate from these themes and provide a basis for specific programs, policies and activities to be introduced every four years. The draft Intercultural Strategic Plan has seventeen directions across these five themes.

3.17 The third document developed is the draft Intercultural Strategic Implementation Plan (Attachment 3) that will guide Council's actions and delivery over the next 4 years. The Implementation plan is for administration to manage and report against. This document is presented to Council for noting.

4. CONCLUSION / PROPOSAL

4.1 The Intercultural Strategic Plan (2017- 2027) provides a clear vision and strategic directions for the City of Salisbury over the next 10 years.

4.2 This plan with the associated Intercultural Strategic Implementation Plan (2017 – 2021) outlines a clear plan to enable Council to work with our community and partners to shape a welcoming and connected community that celebrates its diversity, embraces change and provides an environment in which everyone can participate equally in community life.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 11/09/2017

INTERCULTURAL STRATEGIC PLAN: BACKGROUND PAPER 2017

CITY OF SALISBURY

DRAFT
31 May 2017

ADVOCACY AND PARTNERSHIPS

Within the City of Salisbury there is much accumulated knowledge and experience of issues, barriers and considerations associated with integrating people of diverse cultural and linguistic backgrounds. However, this knowledge is dispersed and may not be readily captured, accessible and able to be shared internally or externally. Sharing this knowledge would bring many benefits to Council and the wider community.

Discrimination of all types is still a factor in the community, affecting some people's employment, education and other opportunities. Unconscious bias may influence the choices of some people, which in turn can affect the experiences of people of various cultural backgrounds in relation to inclusion, friendliness, accessing services and job recruitment. Identifying these issues and increasing the awareness of unconscious bias will lead to embracing diversity in our community.

Salisbury hosts Red Cross forum

More than 50 representatives from local government, community centres, not-for-profits and service providers discussed information and concerns related to the theme, 'Falling through the Gaps: Destitution and Need in Migrant Communities', at an Australian Red Cross practitioners' forum at the John Harvey Gallery on 30 March 2017.

Participants shared ideas on the challenges and gaps in support services for vulnerable asylum seekers, highlighting the lack of coordinated services and language support, and financial and communication issues as some of the main concerns.

Problems related to the asylum seekers' legal needs were also highlighted.

Increased lobbying for policy changes at the Commonwealth and State level, more access to user-friendly technology, and more funding for adequate legal assistance were among recommendations to help fill the gaps.

A survey of 91 culturally and linguistically diverse (CALD) youth in Salisbury conducted in 2016 revealed that barriers and exclusion were often experienced. For example:

- a lack of communication skills affects confidence
- discrimination is evident in some people not wanting to sit in vacant seats next to CALD individuals on public transport
- racism by prospective employers is evident through screening methods and recruitment processes
- there is insufficient culturally appropriate education materials, including about health and sex education, in schools.

In addition, CALD youth were exposed to new issues about which they knew little and which posed additional risks, such as alcohol and gambling.

While there are many groups and services in the community that can and do support diverse cultural groups and individuals, access to these can be difficult. Small unincorporated community groups often do not have the knowledge or resources to apply for grants, for example, and language and cultural issues may prevent people, particularly women in some cultures, from

connecting to the appropriate services for health, education, job services and other essential support.

In some cases, the groups may not have identified or encouraged leaders who would be best placed to represent their needs to Council, service providers, and in the management of the facilities in place to help them such as community centres. Other CALD groups may need additional support to better understand and gain insight into how to navigate their community and improve their experiences.

It is important to include members of diverse cultural group members and other people with connections to these communities in discussions that will identify the groups' aspirations, needs, issues and barriers. New partnerships and initiatives will emerge that will improve access and increase inclusion.

ENGAGEMENT, COMMUNICATION AND PARTICIPATION

Language is a barrier to participation and equal access to information for all members of society, and, in Australia, an inability to communicate in English will affect the ability of citizens to flourish and live connected and satisfying lives.

People who cannot communicate in English may feel stressed and isolated from the sources of help and information they need to improve their connections to each other and the wider community.

An inability to communicate clearly in English may prevent some people from understanding the purpose and significance of many of the systems and practices taken for granted by other members of the community, and any repercussions that may follow if they do not fulfil those tasks. For example, the transfer of Federal Government services to an online portal through MyGov has presented many issues and challenges, ranging from initially being able to access the internet to being able to read the necessary forms and understanding the questions and their implications. Other forms must be completed to access employment, health, education and other services, every day or in some cases in emergency situations.

For some individuals, the status of a visa and lack of knowledge about what it means for them and their access to services may stop them seeking information and advice – including the advice that may solve their visa status concerns.

Practical language skills that can help with everyday life challenges are sought, and the capacity to develop language skills requires many contact hours. Easily accessible websites help such groups and individuals access the information they need and provides a portal for the services looking to support them.

In 2012, Multicultural SA released its *Coordination of Settlement Services: Ensuring Humanitarian Migrants in South Australia Get a Fair Go* report. This report summarised consultation with communities, individuals, service providers and government departments that was undertaken to identify the experience of humanitarian arrivals in South Australia, issues and concerns, and ideas for practical improvements to the provision of services and care. Communities shared concerns about:

- language and comprehension
- employment
- housing
- health
- information
- education
- integration
- young people and families.

The ability to communicate in English was seen to affect all aspects of life in South Australia, including the capacity to access information and services. A lack of English communication skills was regarded as a major factor in social isolation.

The findings were echoed in feedback from the City of Salisbury's community centres. They noted that linguistically diverse groups and individuals often requested assistance with practical English language support to help them complete forms, respond to government correspondence, complete forms and applications, understand bills and banking information, study for driver's licences, understand their consumer rights, obtain transport information, and seek medical assistance.

The report indicated there was a huge demand for basic information about everyday life in South Australia, with little to no funding to provide more much-needed information.

Connecting Bhutanese communities across Australia

In 2015 the City of Salisbury has capitalised on the Australian Government's Digital Local Government Program to connect members of our Bhutanese community with compatriots in Brisbane.

Video-conference technology allowed the groups to see each other, discuss their many migration experiences and share their common cultural activities. Some connected with friends and family members after long separations, and having exchanged contact details are now regularly in touch.

Salisbury's Bhutanese community has grown to about 3,000 members since resettlement of refugees from Bhutan began in 2008. Resettlement has also occurred across Australia in the same period.

RECOGNITION, CELEBRATION AND EVENTS

Across Australia, events are being staged to recognise multiculturalism and celebrate special occasions among specific cultural groups. A number of events are held across the City of Salisbury each year including celebrating Harmony Day, refugee week events, the Matsuri on Mobara Festival as well as numerous additional events celebrating different cultural days of significance.

Such events show members of culturally diverse groups, and particularly new arrivals, that they are welcome and respected and that their contributions to society are significant and valued.

Some community centres provide flagship events that attract participation from a variety of groups.

Harmony Day is celebrated across the City of Salisbury in Council's Libraries, Community Centres and Seniors Centres and in the John Harvey Gallery. Harmony Day celebrates Australia's cultural diversity. It's about inclusiveness, respect and a sense of belonging for everyone. It is a day for all Australians to embrace cultural diversity and to share what we have in common.

This year the Community Health and Wellbeing Division celebrated Harmony Day on the 21st March 2017 at the John Harvey Gallery. Over one hundred people from ten different cultural backgrounds gathered to enjoy a Welcome to Country and digeridoo performance by local Kauna elder Jack Buckskin, rich cultural performances, a fashion parade showcasing traditional costumes from around the world and to enjoy food from around the world.

Programs that encourage participation in popular activities such as cooking, sport and recreation will increase knowledge about the community and its services, create and foster bonds between service providers and cultural groups and between members of different cultural groups, and support community objectives for increased social cohesion and health and wellbeing.

Such public acknowledgement of celebrations will increase the knowledge and understanding of diverse cultural groups about each other, and that of all citizens about the breadth and composition of their representation in the City of Salisbury. By extending exposure to multicultural events, Council will support awareness of these groups and their members, and reduce incidences of racism and discrimination. In time, it will help develop a new understanding among citizens of what it means to be 'Australian' in the 21st century.

Recognition as a Refugee Welcome Zone

In March 2016, the City of Salisbury was recognised as a Refugee Welcome Zone.

Refugee Welcome Zones are initiatives of the Refugee Council of Australia (RCA), a national peak body for refugees and asylum seekers. There are more than 120 Refugee Welcome Zones across Australia, with 13 in South Australia.

The Refugee Welcome Zone declaration requires local government areas to commit to welcoming refugees into their communities, upholding their human rights, demonstrating compassion for refugees, and enhancing cultural and religious diversity.

SERVICES AND PROGRAMS

The range of services and programs offered within the City of Salisbury to help and support culturally diverse groups and individuals is vast and varied. The contributions of staff within Australian Government, State Government and Council service providers are enormous. In addition, volunteer efforts across a range of services and programs provide valued resources, knowledge and support.

City of Salisbury volunteers

The City of Salisbury proudly engages more than 500 volunteers who generously give their time and skills to assist with Council events, activities, services and programs that benefit the local community.

More than half of these volunteers are born in countries other than Australia. Our current volunteer workforce includes people born in 47 countries in Asia, South America, Europe and the Middle East. Our volunteers are bi and multi lingual with some speaking up to five different languages.

Council acknowledges the many benefits it receives from engaging multicultural volunteers and recognises the benefits multicultural volunteers receive from engagement with our organisation.

Engaging multicultural volunteers enables our organisation to achieve many of our objectives. They support our organisation by being able to communicate in one or more languages other than English, they have the intricate knowledge of specific cultures and they are the connection between our organisation and their home communities living in Salisbury. Their involvement in our workforce increases the cultural sensitivity of our service provision, brings new perspectives and promotes mutual respect and understanding.

Similarly, our volunteers benefit from their experiences. They advise us that they improve their English, gain Australian work culture experience and references and build networks that support their transition into paid employment. They also feel they are contributing to society and valued in their new local environment.

We are proud of the cultural and linguistic diversity in our volunteer workforce, which represents the diversity in our local community and in Australian society. It translates into benefits for the service recipient, the volunteer and our organisation, and for these reasons we look forward to the ongoing engagement of cultural and linguistically diverse individuals as volunteers.

However, reports from providers within each tier of government, along with those of employees and volunteers, indicate that the high demand for such services and programs significantly limits the available support. This can be particularly problematic for those service providers attempting to help new arrivals and others with limited English communication skills, most of whom are very dependent on service providers to give and point them to information essential to feeling welcome, settling in and finding their way.

Service providers have reported feeling overwhelmed by the range and depth of support people seek, which is often in fields beyond their knowledge, training and expertise. For example, a refugee with limited English communication skills who is experiencing mental health issues related to

displacement and isolation may not understand the limits to the training or expertise of a community centre worker.

Similarly, insufficient resources to explain various aspects of settling and living in Australia – including visas, bank and housing information, legal system, acquiring a driver's licence and accessing TAFE SA training – prevents arrivals to the region settling quickly and limits their capacity to progress to the stage where they may feel ready to seek education or employment opportunities. A key part of the programs delivered by council's Community Development Division is to provide an understanding of Australian social and legal systems.

For more than 30 years, the Morella Community Centre has delivered services and programs to CALD individuals and communities. In recent years, significantly more than half of the people who attend the centre regularly are from CALD backgrounds, including members of established migrant groups and new and emerging communities, including individuals identified as being vulnerable. The centre's paid and volunteer staff includes members from several CALD groups and extensive knowledge of their concerns, expectations and needs.

Most of Morella's engagement with CALD communities is through its Adult Community Education program. However, it also provides a venue for CALD groups to meet and has delivered many community development initiatives and other projects benefitting CALD communities.

From August 2013 to the end of 2014 Morella undertook an extensive and successful anti-racism project called 'Embracing diversity in Salisbury'. This project, funded through the Commonwealth Government's 'diversity and social cohesion' program, responded to evidence of increasing intolerance and racism across the Salisbury community.

While the outcomes were considerable, with many objectives achieved at levels above and beyond expectations, the project highlighted the vulnerabilities of some of Salisbury's new and emerging communities. In particular, it indicated that incidents demonstrating intolerance towards members of the Muslim community were becoming more frequent.

The report suggested that with the 2012 Census showing that the Muslim population in Salisbury is increasing, much could and should be done to support members of that group and to reduce racism and discrimination within the wider community.

Service providers' resources and connections extend beyond basic settling and living skills if they are given enough time and support. They become knowledgeable links to and within cultural groups, support the gathering and sharing information about specific expectations, needs and lack of understanding in matters such as Australian social and legal systems, health and hygiene, food and cooking, and nuclear and extended family dynamics.

Working with older CALD communities

Since 2008 the Community Health and Wellbeing Division has been working steadily to address the under-representation of older people from culturally and linguistically diverse backgrounds engaging with Council's home and community care services.

Nine years on, the Division employs six bi/multi-lingual staff and engages 60 bi/multi-lingual volunteers to ensure service provision is responsive to the needs of older people and their families. The division works with the participants and volunteers to design programs to address these needs.

More than 850 people from eight communities participate in regular programs that support their communities to celebrate and share culture, and to engage in activities that promote a sense of belonging, citizenship and positive health and wellbeing outcomes. In 2016, 30 per cent of those accessing seniors' programs were from diverse cultural backgrounds, up from 13 per cent in 2005.

In recognition of the significant contribution of this work to the lives of Salisbury's CALD community the Division won the 2016 Governor's Multicultural Awards and Local Government Professionals Australia, SA – 16th Annual Leadership Excellence Awards Leadership in Community Services award .

Program staff report that there may be ways to improve programs and services that cater for the needs of new arrivals. For example, while the initial consideration may be that arrivals are given access to English language classes, experienced program staff can suggest that services be extended include childcare while parents take the classes and information about the public transport options to help them reach the classes.

Integral to any way forward is engagement with the groups and their members in the planning of infrastructure, program and service development. This will increase the Council's understanding of the changing needs of its community and how it can better respond to these needs.

City of Salisbury's community centres and libraries

Community centres and libraries play vital roles in supporting and developing social and education life of people within the City. They deliver life-long learning opportunities that support social wellbeing, foster intellectual and personal growth, and provide pathways to further education, training and employment.

The centres and libraries have reported increases in the numbers of new arrivals that use their services, particularly in accessing language, literacy, computing and technology courses; emergency relief funding programs; and programs for young people and families with young children.

COUNCIL'S INTERNAL CAPACITY

Organisations committed to introducing and expanding activity to encourage intercultural partnerships recognise that they themselves must take action to become and be seen as fostering access and equity.

Policies which recognise and reflect access and equity and support the needs and expectations of an increasingly multicultural society, differ from those which support Interculturalism. Shaping an intercultural community embraces activities that engender cross-cultural connections and relationships.

Facilitating this is access to information. Materials such as website pages, forms and grant applications, brochures and other publications, signage and media are not always seen as 'culturally friendly', and do not help foster images of, or contribute to favourable perceptions of, the realistic nature of the Council's diverse population.

Awareness of Council staff about diverse faiths, cultures and languages is varied. It has been suggested that professional development opportunities be provided to increase internal resources that will support cultural groups and individuals. For example, sessions may be staged to inform and regularly update staff about the range of services and programs that exist to support culturally and linguistically diverse groups and individuals, including interpreting services, so they are best-placed to offer effective and efficient help when asked.

Improved awareness of the breadth of services that are provided and that which is requested could also be captured and advertised to increase understanding of the needs of all members of the Council community and opportunities for community-driven actions and policies.

Intercultural discussion groups conducted in March 2017 highlighted the expectations and concerns of different CALD groups in Salisbury.

A meeting with members of the Bhutanese community at the Jack Young Centre on 7 March 2017 raised several issues to help Salisbury plan and provide services to the community and its members. Recommendations included more communication materials and information in Nepalese be made available through the Council and library.

It was suggested that the Council's website could be improved to provide better information for all residents, including members of CALD communities, and that images of diverse cultural group members used in public places would showcase the region's commitment to access and equity.

A second meeting – this time including members of an English Language Class at the Len Beadell Library – provided evidence of the range of cultures within the Salisbury region with five languages in addition to English spoken by the participants.

Attendees sought more English classes, emphasising that their lack of English communication skills directly affected their chances of employment and made them anxious when attempting to complete 'too many forms'. Other issues related to access to transport and a lack of technology skills to help them use the internet, Facebook and other technology.

At both meetings, the potential for Council to be more involved in providing additional resources to welcome and support members of the CALD groups in the area, including more interpreting and translation services, was discussed.

OUR WORK SO FAR

Across the City of Salisbury there are numerous examples of ways that the City of Salisbury is enhancing interculturalism and supporting the many culturally diverse groups within its boundaries.

City Plan 2030

Our *City Plan 2030* reflects the understanding that the City of Salisbury is a community of people with diverse needs and expectations, and that the community should and must be increasingly cohesive and inclusive to address these needs and expectations.

The Plan establishes Salisbury as 'a flourishing City with opportunity for all' and identifies four key directions to support our intent in this area, as summarised below:

- Prosperous City – driving economic growth through creating jobs and developing skills
- Sustainable City – encouraging care for the natural environment, green industries and adaptive spaces
- Liveable City – celebrating diversity in an inclusive community.
- Enabling Excellence – shaping a council that fosters participation and addresses needs.

Progress in each of these areas supports the Council's commitment to making all individuals feel welcome and able to participate in an inclusive and cohesive society.

Access and equity objectives

The City of Salisbury is also committed to the tenets of *Respecting Community Diversity - Access and Equity Policy and Strategy*, which was introduced in 2011 to support the principles of a socially just society and in doing so improve the lives of Salisbury community members.

It seeks to ensure that all citizens of the City of Salisbury have equal access to the opportunities they may pursue to improve their social, cultural and economic wellbeing.

The following case studies highlight activities underway to support the objectives of the City Plan 2030 and the Access and Equity Policy and Strategy.

Our achievements

The City of Salisbury has a culturally diverse workforce. A number of Council's staff members and community centres staff were born in countries other than Australia and speak two or more languages.

We provide many programs and services that support diverse communities in our City with some of the examples including:

- Our Community Health and Wellbeing Division offers social support, community care groups, information sessions, learning assistance and activities to diverse community groups. The Division also engages over 60 volunteers from diverse cultural backgrounds.
- Our community centres offer rich programs and activities to support diverse community groups, including English classes, computing and technology courses, programs for youth and families, adult education and emergency relief programs. Our community centres are

places of intercultural exchange providing opportunities for communication and social activities, such as cooking classes and music classes.

- Our libraries support diverse community groups beyond printed and digital reading resources, by providing English language and conversation classes, offering Justice of the Peace services and providing meeting and social gathering opportunities.
- Our Welcome to Salisbury booklet is available in 15 different languages on the website and in hard copy.

In collaboration with many partners, we organise and support many intercultural festivals and events, which bring our community together to celebrate our diversity. Examples of our flagship events include:

- Harmony Day
- Refugee Week events
- Matsuri on Mobara Japanese Festival
- Salisbury Secret Garden Multicultural Day
- Salisbury City Centre Multicultural Festival
- Australian Learners Week Careers Expo.

The City of Salisbury is recognised as leaders in providing support for our intercultural community. Recently we were awarded the following awards:

- Governor's Multicultural Award in the Public Sector Category was awarded to our Community Health and Wellbeing Division in 2016.
- Local Government Professionals Australia (SA) 16th Annual Leadership Excellence Award for Leadership in Community Services was awarded to our Community Health and Wellbeing Division in 2017.

The Intercultural Strategic Plan and Implementation Actions will help us shape a truly inclusive community and strengthen our services and programs.

INTERCULTURAL STRATEGIC PLAN

2017-2027

CITY OF SALISBURY

DRAFT
5 September 2017

Acknowledgement of Country

The City of Salisbury acknowledges that we are on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

MAYOR'S FOREWORD

I am pleased to present the City of Salisbury's Intercultural Strategic Plan 2017-2027. The development of this Plan is a natural progression from many of our efforts to create and foster a cohesive and inclusive community in Salisbury, a goal captured in our vision of being *a flourishing City with opportunities for all*.

In particular, this plan follows the directions established in our City Plan 2030, and specifically the direction that identifies that we want our citizens to live, work and play in a Liveable City – that is, 'an adaptive community that embraces change and opportunities' and one that works toward being 'a proud, accessible and welcoming community'. And it follows the tenets of *Respecting Community Diversity*, the access and equity policy and strategy that provides us with the principles to guide the development of a socially just society that will improve the lives of Salisbury community members.

This Plan takes our commitment and sets the foundations for Council to establish an increasingly intercultural community. It determines how we will increase our support for and engagement with individuals within the diverse groups that contribute to our intercultural community, to enhance our cultural understanding, and to strengthen and celebrate our rich cultural diversity so we may achieve progress in this direction.

Everyone should feel welcome and cherished in Salisbury – whether their families have lived here for thousands of years or whether they have themselves been here for a few short weeks. At the last Census, 31 per cent of our population was born overseas, with most migrants being born in the United Kingdom, India, Vietnam, Afghanistan and Philippines. The most recent wave of migrant settlement has led to increased diversification of the multicultural community, with people coming from countries including Bhutan, Syria, Afghanistan, Myanmar (Burma), Iraq, Uzbekistan and several African countries. Whatever their provenance, however long they have been here, we want each and every member of our community to feel accepted and welcome.

Council has a significant role in achieving this ambition. As an entity, as a partner, and as a provider of services, programs and funding we seek and pursue ways to help integrate new arrivals into our community and the wider Australian society. For example, on 21 March 2016 I commemorated Harmony Day by signing the Refugee Council of Australia's declaration that the City of Salisbury officially become a Refugee Welcome Zone. This declaration is just one way that highlights how our City has committed to enhancing the experience of the migrants settling into our community.

This Plan reflects the City's determination to continue building Salisbury's culturally diverse community and to strengthen relationships with governments, industry, individuals and groups, service providers, stakeholders and volunteers who work together to address identified community needs. It will help us respond to emerging community needs and trends, and advocate as required for the resources to address those needs and trends.

I would like to thank the many community groups, organisations and individuals who assisted with the development of this Intercultural Strategic Plan. I look forward to working with our partners to shape a welcoming and connected community that celebrates its diversity, embraces change and provides an environment in which everyone can participate equally in community life.

CULTURAL DIVERSITY IN THE CITY OF SALISBURY

The City of Salisbury has a population of more than 138,500 people and is located on the northern fringes of Adelaide, 22 km north of the central Adelaide business district.

The Kaurna are the first people associated with the Salisbury land. Many significant sites associated with the Kaurna people exist within the Salisbury area and their presence continues to be reflected in many aspects of community life.

In 1839, John Harvey migrated to the new colony of South Australia from Scotland. In 1847, he purchased land along the Little Para River to establish a township. In 1848, Harvey began selling allotments in a township he named Salisbury after a city near his wife's hometown in England.

By 1881, the township's population was between 400 and 500. Little changed until 1940 when the Commonwealth Government built a munitions factory at Penfield. Homes were built for the factory workforce and the area's population doubled overnight.

Since World War II, the Salisbury area has expanded dramatically due to the presence of significant business ventures such as General Motors Holden, changes in transport, population growth, technology, immigration, and the region's proximity to the City of Adelaide.

In the post-WWII period, large numbers of new residents came from the United Kingdom, and western and southern Europe. In the main, these new arrivals came from cultures like that which existed in Australia at the time and they were able to connect into the employment and housing sectors. Although they faced many challenges at the time as government-funded, culture specific support was limited they arrived in large enough groups that culture-linked support networks were established.

In the late 1960s and through the 1970s, significant numbers came as refugees from Vietnam and Cambodia. While the Vietnamese and Cambodians had often experienced conflict in their home countries, there were significant numbers of government-funded, culture-specific health, language and other support programs available to help them settle and find employment. Again, their numbers helped them establish support networks until they formed other economic and social connections.

In recent times, migrants have come from other countries and regions, with humanitarian arrivals alone coming from approximately 40 countries. In the 10 years to 2016, 16,110 people arrived in the City of Salisbury as skilled, humanitarian, family or 'other' migrants. In the 2016 Census, 71 per cent of the City's residents reported non-Australian ancestry and 23 per cent reported non-English speaking ancestry; 28 per cent indicated they spoke a language other than English at home and 6.6 per cent reported their English skills were poor or non-existent.

Salisbury also hosts a large number of international students, many of whom study at the University of South Australia's Mawson Lakes campus and at the Parafield Airport flight training school.

Salisbury is, then, increasingly an area for settling large numbers of humanitarian and others from diverse cultural, language and faith backgrounds. Many of the cultures and norms of these groups are very different to those they encounter upon arrival in Australia, and to those they witness

among other new arrivals. Among the different groups are many people who have experienced extreme deprivation and trauma and so have very complex needs.

This influx is compounding the challenge facing governments in Australia and around the world, as they attempt to identify and provide the services and support the newcomers need in an era of a shrinking low-skilled labour force, inflated housing costs, and limited funding for transport, health infrastructure and services, education and training.

Despite the challenges, the City of Salisbury is determined that the coming years will be remembered as a successful period in its cultural history – that the work outlined in this Plan will generate a spirit of community and warmth that inspires the next decade’s Council and citizens to do even more for their truly intercultural community.

PURPOSE AND OBJECTIVES

The City of Salisbury's vision is to shape a 'flourishing City with opportunities for all'. To achieve this, we must identify ways to ensure all members of our community have equal access to the opportunities that will drive our City's economic and social development and ensure we become a 'flourishing City'.

The Intercultural Strategic Plan is a key contributor to outlining the paths to be followed and the initiatives to be introduced to achieve this goal.

The Intercultural Strategic Plan provides directions to enable the City of Salisbury to become a welcoming, cohesive intercultural community in which all people can thrive and flourish.

Much has been done to encourage multiculturalism and diversity within the region. The City of Salisbury's *City Plan 2030* outlines directions that will enable it to make progress in achieving its vision – including in becoming a 'Liveable City' in which 'all people have an opportunity to shape community life', no matter where they come from or how long they have lived here, and where the community is 'proud, accessible and welcoming'. This Plan will be fundamental too much of the work in this area.

In addition, the Council's access and equity policy and strategy, *Respecting Community Diversity*, establishes key principles that will inform all Council decision-making. Fundamental to the policy and its approach are that all members of the Salisbury community who may face barriers of language, race, culture, religion, income, gender, sexual orientation and disability have the right to be recognised as valuable citizens and to contribute to the economic, social, political and cultural life of the community.

In 2011, the Council issued a '**Managing Diversity Report**' that recommended actions 'to improve diversity in all forms across the (Council) organisation'. It sought to bring about change through four strategies:

- consolidate diversity as an ongoing business consideration by integrating workplace diversity goals across organisational business plan, agreements, proposals and policies
- create a workplace culture where people are valued for their difference and contribution
- attract and develop people from diverse community groups
- develop strategies that enable the organisation to measure and assess diversity outcomes in the workplace.

However, there are still barriers that must be addressed if all members of our community can equally enjoy the benefits of living within the City. This Intercultural Strategic Plan (ISP) will identify the directions that will lead the Council, its members, partners and community to fulfil the Council's vision for an inclusive and equitable city.

At the same time, it will endeavour to ensure that members of all cultural groups are considered and recognised in planning for community development.

It will provide a roadmap for efforts to foster and encourage a cross-community approach that will engage government, businesses, social and welfare groups, religious organisations and individuals in strengthening ties and shaping a truly inclusive community.

This Intercultural Strategic Plan will focus on:

- foster a welcoming, cohesive and inclusive intercultural community in which people of all cultures are respected equally
- develop the City as a place where all residents have equal opportunity to participate in the region's social, economic and environmental activity
- improve access to and awareness of support services, particularly those designed to help the most vulnerable
- reinforce Council's commitment to boosting communication and engagement, building relationships and community harmony.

WHAT DO WE MEAN BY 'CULTURALLY INCLUSIVE'?

The racial, cultural, religious and linguistic diversity of Australia's population has increased rapidly since World War II period. Australia is now a multicultural society – a melting pot in which people are given every opportunity to live successful, healthy and secure lives.

Australia's vibrant multiculturalism benefits us in many ways. We have one of the most cohesive and harmonious populations in the world. Our economic benefits have broadened and we have become more open to the world. Our diversity of cultures and our multilingual workforce give Australia a distinct competitive advantage in the global economy.

New migrants make a significant contribution to the communities where they settle. They enhance cultural diversity; they bring labour, skills, and in some cases funds to Australia; and they increase the overall demand for goods and services. Research has consistently shown that although humanitarian settlers face substantial obstacles to employment in the early stages of settlement, they are highly successful in the long term. Research shows that humanitarian settlers have a higher incidence of business ownership than other migrant groups, which suggests a high propensity towards entrepreneurship.

Across Australia, governments are recognising they have a role in developing and introducing policies and activity to ensure all people live in communities where fairness, social justice, equity and inclusion are fundamental to the way people think, act and interact.

A community that follows the principles is a culturally inclusive community. It is one that we've grown to recognise and accept as staging events and offering services purposely designed to help all members of our community feel welcome and respected.

Our Council recognises that for everyone to succeed, flourish and thrive, barriers to access and equity must be identified and overcome. With increasing numbers of people from diverse cultural backgrounds settling in our region, Council can have a significant role in and responsibility for providing services and programs that will help break down these barriers and prevent their restoration.

We recognise that we have a role to support our citizens to participate in economic and civic life. For example;

- when English, financial and digital literacy is difficult we assist with programs, support and mentoring
 - when people are challenged by new social systems, and do not have support we provide safe places and connections to enable them to build community networks
 - when people come from different cultural backgrounds we facilitate intercultural conversations and connections to ensure understanding and support
 - when people find it difficult to access services and supports we gather information about difficulties and advocate for change
 - when we see changes in our community we monitor changing population profile and respond
 - when we see people challenged by change we support them to be resilient and connected
- Through our work, we improve intercultural relations in our community, strengthen cohesion and engender harmony across our City.

The Council's ISP aims to develop Salisbury as a place where all individuals and members of cultural groups can form connections with each other and among other groups. This includes recognition of all communities' respect for the traditional owners of the land the Kurna People and a desire to work, live and play together. In this way, Salisbury can move beyond being a 'multicultural' community, where we accept many and varied cultural traditions, to become an 'intercultural' community in which we stimulate and support cross-cultural dialogue and activity, moving beyond passive acceptance of others' backgrounds and beliefs to promoting interaction between cultures.

Council's ISP recognises all communities' respect for the traditional owners of the land the Kurna People and a desire to work, live and play together towards a truly intercultural community.

Our intercultural community will:

- enable all groups and their members to participate equally in economic and social development opportunities
- bring to council's attention issues and concerns that are limiting or creating barriers to such opportunities
- grow due to the potential diverse community offers for enhancing prosperity and wellbeing.

The objective is a truly intercultural society in Salisbury that will reward, enrich and empower everyone involved.

POLICY CONTEXT

The mass migration of people from a variety of nations and cultures in the post-World War II period changed the make-up of the Australian population. Since then, migration from more nations from around the world have changed what it means to 'be Australian'. Governments at the Commonwealth, State and local levels have developed policies to reflect the nation's multicultural society and to ensure all members of that society enjoy the same rights and opportunities.

Early legislation to provide frameworks and platforms for programs to remove racism and discrimination from Australian communities included the *Racial Discrimination Act (1975)* and *Human Rights and Equal Opportunity Commission Act (1986)*. These have been superseded by legislation and policies that reflect changes to Australia's population and the mores and values of its society.

The policies included here are among those that have provided a framework and platform for the City of Salisbury to develop an ISP that reflects national and state considerations and addresses local needs in 2017 and beyond.

AUSTRALIAN GOVERNMENT LEGISLATION AND POLICIES

Multicultural Australia (United, Strong, Successful): Australia's Multicultural Statement 2017

Australia's Multicultural Statement affirms Australian Government's firm commitment to a multicultural Australia. It presents a vision for 'our future as a strong and successful multicultural nation, united by our allegiance to Australia and committed to freedom and prosperity.'¹

It sets out the following principles and directions:

- shared values based on respect, equality and freedom
- shared rights and responsibilities
- a safe and secure Australia
- shared vision for the future
- encouraging economic and social participation of new arrivals
- harnessing the advantages of our diversity and shared national interest
- continuing to build harmonious and socially cohesive communities.

National Anti-Racism Strategy 2012

The National Anti-Racism Strategy aims to help all Australians understand what racism is; how it is enacted in Australian communities; how it affects members of the community; and how racist thinking and behaviours can be reduced and, eventually, eliminated.

The Strategy seeks to identify, promote and build on good practice initiatives to prevent and reduce racism; and empower communities and individuals to participate in activity to build a non-racist society.

¹ Commonwealth of Australia (2017) *Multicultural Australia (United, Strong Successful): Australia's Multicultural Statement* page 15

Australia's Human Rights Framework 2010

The Human Rights Framework is based on five key themes that drive its directions and initiatives:²

- reaffirming a commitment to promoting awareness and understanding of human rights in the Australian community and respecting United Nations human rights treaties
- educating about human rights
- engaging with the international community to improve the protection and promotion of human rights, including the development of action plans and conducting forums
- protecting human rights through legislation
- respecting human rights by reviewing legislation, policy and practice.

Australia's Multicultural Access and Equity Policy

The Multicultural Access and Equity Policy Guide acknowledges the responsibilities and obligations of Australian Government departments and agencies to provide equitable access to services, regardless of the cultural or linguistic background of clients, in shaping a multicultural society.

The policy sets out six commitments:³

Leadership	Australian Government departments and agencies will demonstrate a commitment to multicultural access and equity and take responsibility for their implementation.
Engagement	Australian Government departments and agencies will identify and strategically engagement with culturally and linguistically diverse clients, stakeholders and communities
Responsiveness	Australian Government departments and agencies will have strategies in place to ensure that policies, programmes, community interactions and service delivery (whether in-house or outsourced) are responsive to culturally and linguistically diverse Australians.
Performance	Australian Government departments and agencies will have strong and clear mechanisms in place to measure their multicultural access and equity performance.
Capability	Australian Government departments and agencies will understand, and have the capacity to respond to, the cultural and linguistic diversity of Australia's population.
Openness	Australian Government departments and agencies will be transparent in their implementation of multicultural access and equity.

² Commonwealth of Australia (2010) *Australian Human Rights Framework*, page 3

³ Commonwealth of Australia (Department of Social Services) (2015) *The Multicultural Access and Equity Policy Guide*, page 6

STATE GOVERNMENT AGENCIES AND POLICIES

Multicultural SA

The *South Australian Multicultural and Ethnic Affairs Commission Act 1980* established the South Australian Multicultural and Ethnic Affairs Commission (SAMEAC) as the entity responsible for increasing awareness and understanding of the increasing ethnic diversity of the South Australian community and the implications of that diversity.

The SAMEAC is part of Multicultural SA, the agency responsible for advising the South Australian Government on all matters relating to multicultural and ethnic affairs in South Australia. Multicultural SA works to achieve an inclusive, cohesive and equitable multicultural society, where all our communities are valued and supported, so that they can become full participants in our society.

Multicultural Action Plan for South Australia 2017-18

Multicultural SA is responsible for implementing the *Multicultural Action Plan for South Australia 2017-18*,⁴ along with SAMEAC, multicultural communities and non-government organisations.

It the plan establishes a range of deliverables to build and strengthen multicultural groups, reduce racism and discrimination, celebrate diverse cultures and their beliefs and traditions, and recognise achievements in eliminating racism and discrimination in South Australian communities.

LOCAL GOVERNMENT LEGISLATION AND POLICIES

Promoting access and equity in local government

*Services for All: Promoting Access and Equity in Local Government*⁵ is an Australian Local Government Association (ALGA) brochure published in 1999 in response to the *Statement on Community Tolerance* adopted at the 1996 United Nations National General Assembly.

It committed local government to '(seeking) to foster harmonious relations amongst all Australians', in accordance with the Statement, and set out the ALGA's commitment to ensuring that all Australians have equal access to local government services.

The document presented a framework to help councils make improvements in providing services for residents from non-English speaking cultures.

In 1998 ALGA endorsed the *Charter of public service in a culturally diverse society*, which helps all spheres of government respond to the needs of all Australians through the principles of access, equity, communication, responsiveness, effectiveness, efficiency and accountability.

In recent years, many local councils have introduced or begun developing plans to identify the programs and actions they are taking to eliminate racism and discrimination against Aboriginal and Torres Strait Islanders, members of other cultural and ethnic groups, and other groups facing discrimination.

⁴ South Australian Government (Department for Communities and Social Inclusion) (2016) *Multicultural Action Plan for South Australia 2017-18*

⁵ Australian Local Government Association (1999) *Services for All: Promoting Access and Equity in Local Government*

Salisbury's commitment to access and equity

The City of Salisbury's *Respecting Community Diversity – Access and Equity Policy and Strategy* was introduced in 2011 to increase awareness of the importance of access and equity in businesses and workplaces, education and training environments, and across the community.

In introducing the policy, the Council was promoting that the City itself was committed to access and equity principles.

It noted that all community members would benefit, but highlighted its significance for Indigenous community members, community members from diverse cultural and linguistic backgrounds, and community members with a disability.

It notes that the framework for the provision of Council support is based on inclusion, citizenship, participation and infrastructure.

THEMES FOR THE INTERCULTURAL STRATEGIC PLAN

The Intercultural Strategic Plan showcases the leadership in establishing the vision of an equitable and inclusive community through five themes.

Advocacy and partnerships

Council will work with three tiers of government, business and service groups to support and advocate for the diverse cultural groups and their members living, studying and working in, and visiting, the City of Salisbury.

Communication, engagement and participation

Council will capitalise on emerging communication and engagement methods and technologies to inform groups within the community, and individual members, of the programs and support available to them.

Council will engage with all citizens to increase understanding and awareness of diverse cultural issues and needs, and to promote access and equity.

Recognition, celebration and events

Council will stage and support events and activities to promote understanding and awareness of cultural groups and to recognise their impact on and significance for the City of Salisbury.

Services and programs

Council will engage with culturally diverse groups and partner organisations to ensure everyone can access the facilities, services and programs they need to build the capacity of cultural groups and their members to access opportunities for economic, social and environmental growth.

Council's policies will reflect its understanding that the design of the physical environment may influence a cultural group or individual's interaction with that environment.

Council's internal capacity

Council will work with government, business and services partners to ensure its policies, programs and services are aligned with those in place across Australia to support intercultural work places.

Council's workplace policies will reflect its commitment to access and equity, and in doing so shape a positive image of a welcoming, inclusive and future-focused organisation.

Directions and actions

The themes outlined above will form the basis of the City of Salisbury's intercultural framework and directions.

The directions will emanate from these themes and provide a basis for specific programs, policies and activities to be introduced every four years. The directions will have objectives and targets that will support an understanding of progress achieved within those four-year periods and determine any changes required to accelerate progress or alter the directions.

ISP DIRECTIONS

Advocacy and partnerships

Direction 1.	Gather and disseminate information about the diversity of our community and its needs
Direction 2	Advocate to the Australian and State Governments, service providers and the private sector about diverse community needs
Direction 3.	Encourage intercultural exchanges
Direction 4.	Develop an Intercultural Community Alliance

Communication, engagement and participation

Direction 5.	Strengthen community groups communication, engagement and participation
Direction 6.	Promote leadership opportunities among community groups and encourage diversity in leadership
Direction 7.	Increase diversity in participation in City's life and employment

Recognition, celebration and events

Direction 8.	Welcome new residents and migrants
Direction 9.	Recognise achievements and contributions of diverse community groups and individuals
Direction 10.	Promote and support intercultural celebrations and events

Services and programs

Direction 11.	Plan and provide leisure, sporting, community and recreational infrastructure, facilities, services and programs that are inclusive
Direction 12.	Reshape programs and services to address priority needs

Council's internal capacity

Direction 13.	Improve training and awareness of Council staff of the needs of diverse community groups
Direction 14.	Create an inclusive working environment
Direction 15.	Commit to achieving progress in shaping a diverse and welcoming community
Direction 16.	Boost Council's image as an intercultural organisation
Direction 17.	Increase staff's capacity to engage with diverse community groups in planning for the future of our City

INTERCULTURAL STRATEGIC IMPLEMENTATION PLAN 2017-2021

CITY OF SALISBURY

DRAFT
5 September 2017

INTRODUCTION

The Intercultural Strategic Implementation Plan builds on the themes and directions outlined in the Intercultural Strategic Plan. The implementation plan enhances the work already being undertaken by council and outlines specific programs, policies and activities to be implemented over the next 4 years. Additionally the plan outlines, the priorities, timelines, resources required, outputs and outcomes and the Department or Division responsible for leading the implementation.

Reporting and Review

An annual report on progress made against each of the key actions within the Implementation Plan will be presented to Council.

Based on this report and current community context, any adjustments to the following actions will then occur.

At the end of the four year term of this Plan a comprehensive evaluation and review will be conducted to assess the implementation of the key actions, their outcomes and consider improvements in developing future plans.

Resourcing

The plan outlines three categories of resourcing which will be required to successfully implement the plan:

- Current operating budget – these actions are able to be delivered within current resources
- Resources to be identified – options to be explored to enable delivery of these actions include; applying for external grant funding; partnership development with external organisations and community groups; relocation of current resources internally or budget requests through the normal budget cycle;
- Externally funded – actions that are currently being implemented but are dependent upon external commonwealth or state government funding.

Priorities and Timeframes

Within the implementation plan numbering is used to prioritise those actions that will be the priority to deliver. The prioritising is based on those actions that are believed to have the greatest impact on the community. To provide a clearer picture of the work that will be undertaken each year Appendix 1 presents the implementation plan actions into years of delivery of the course of the plan and ongoing.

ADVOCACY AND PARTNERSHIPS

Actions	Priority	Timelines	Lead	Resources	Outputs and « « » » outcomes
Direction 1. Gather and disseminate information about the diversity of our community and its needs					
<p>Foster strong positive relationships and communications with and among community groups.</p> <p>1.1 Conduct regular engagement with a broad range of community groups to understand and document their needs.</p> <p>Related action: 1.2.</p>		<p>Ongoing</p> <p>Year 1 then ongoing</p>	<p>Community Health & Wellbeing Community Centres & Libraries Community Planning & Vitality</p>	<p>Current operating budget</p>	<p>» Better intelligence about community group profiles and their needs. « « » »</p> <p>» Council and partner organisations will have more reliable information about and assessments of services, their adequacy and gaps.</p>
<p>Develop and regularly update (especially in relation to people arriving to settle from different countries) City of Salisbury's diversity profile that includes information on diverse cultural groups and their needs.</p> <p>1.2 Provide information about changing community needs to Council's internal and external service providers.</p> <p>Provide relevant information to businesses within the City of Salisbury.</p> <p>Related actions: 1.1, 1.3</p>	<p>1</p>	<p>Year 1 then ongoing</p> <p>Year 2 then ongoing</p>	<p>Senior Social Planner Community Health & Wellbeing Community Centres & Libraries</p> <p>Polaris Centre</p>	<p>Current operating budget</p>	<p>» Knowledge and understanding of community groups and their issues will increase.</p> <p>» Better information will provide a stronger foundation for budgeting, program and services development.</p>

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
<p>Identify service gaps in the three tiers of government.</p> <p>1.3 Identify and advocate for priority community needs that are not sufficiently addressed by existing services and programs.</p> <p>Related actions: 1.1, 2.1, 12.1, 12.3, 12.5.</p>		Year 2 then ongoing	Senior Social Planner Community Health & Wellbeing Community Centres & Libraries Community Planning & Vitality	Current operating budget	
<p>1.4 Investigate housing needs including the needs of diverse cultural groups and identify ways to address the housing needs through City of Salisbury's residential property projects.</p> <p>Related actions: 1.1, 1.2, 1.3.</p>	3	Year 2	Strategic Development Projects	Resources to be identified	
<p>Direction 2. Advocate to the Australian and State Governments, service providers and the private sector about diverse community needs</p>					
<p>2.1 At least once a year, meet the Minister for Multicultural Affairs and local and federal Members of Parliament to advise them of issues and barriers experienced by diverse cultural groups, and to explore opportunities and partnerships to address issues and barriers.</p> <p>Work with service partners to help diverse cultural groups engage with government to promote</p>	1	Year 1 then ongoing	General Manager Community Development Community Development	Current operating budget	<p>» Advocacy and information provision about issues affecting diverse community groups.</p> <p>««»»</p> <p>» Improved experiences when accessing services.</p>

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
<p>themselves and raise awareness of their needs.</p> <p>Related actions: 1.3, 5.3, 12.1, 12.3, 12.5.</p>					
<p>Direction 3. Encourage intercultural exchanges</p>					
<p>3.1 Facilitate and support intercultural awareness in the City of Salisbury.</p> <p>Facilitate and organise initiatives aimed at developing intercultural partnerships, connections and collaboration among community groups and service providers.</p> <p>Related actions: 7.1, 10.1, 10.2, 13.4.</p>	<p>1</p>	<p>Year 2 then ongoing</p>	<p>Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality</p>	<p>Current operating budget</p>	<p>» Resources to improve intercultural connections and exchange among community groups.</p> <p>» Diversity of attendees at events.</p> <p>««»»</p> <p>» The community will benefit from more intercultural partnerships, collaboration, engagement and understanding.</p> <p>» Council will be seen as fostering and promoting intercultural activity and connections.</p>
<p>Direction 4. Develop an Intercultural Community Alliance</p>					
<p>4.1 Develop an Intercultural Community Alliance that consists of leaders from diverse communities who will advise Council on the implementation of the strategic plan as well as influencing future priorities.</p>	<p>1</p>	<p>Year 1 then ongoing</p>	<p>Community Development</p>	<p>Current operating budget</p>	

COMMUNICATION, ENGAGEMENT AND PARTICIPATION

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
Direction 5. Strengthen community groups communication, engagement and participation					
5.1 Identify cultural groups active across the City of Salisbury and maintain a register of contact details. Related action: 1.2.	1	Year 1	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Current operating budget	» Readily accessible contact information for cultural groups. ««»» » Diverse cultural groups will become more aware of each other and their needs. » Communication will improve with individual groups and across the community.
5.2 Facilitate information and support about how to establish and manage diverse cultural groups and how to manage their own networks.		Year 3 then ongoing	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Current operating budget	
5.3 Continue to identify community grant opportunities and provide information on preparing grant applications. Related action: 2.1.	2	Ongoing	Community Health and Wellbeing Community Centres and Libraries	Current operating budget	

Actions	Priority	Timelines	Lead	Resources	Outputs and «««»» outcomes
Direction 6. Promote leadership opportunities among community groups and encourage diversity in leadership					
<p>6.1 Promote and advocate for diversity in leadership groups. Related action: 12.4.</p>		Year 2 then ongoing	Community Health and Wellbeing	Current operating budget	<ul style="list-style-type: none"> » Training resources to further develop community leaders from diverse backgrounds. «««»» » Cultural groups will be aware of leadership opportunities and how to access them. » Council will be seen as encouraging and promoting leaders from diverse backgrounds. » The broader community will benefit from the diverse knowledge and experiences, contributing to local organisations and networks.
Direction 7. Increase diversity in participation in City's life and employment					
<p>7.1 Encourage, monitor and increase participation of people from diverse backgrounds in City's life. Related actions: 3.1, 11.2, 13.4.</p>	1	Year 1	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Current operating budget	<ul style="list-style-type: none"> » Information on participation rates for people of diverse backgrounds in Council's life and employment. «««»»
<p>7.2 Implement initiatives to increase participation and empower young females from culturally diverse</p>	2	Year 3	Community Centres and Libraries	Resources to be	<ul style="list-style-type: none"> » Members of diverse cultural groups will participate more in the city's life and local

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
backgrounds in employment, education, entrepreneurship, recreation and sporting activities. Related action: 7.1.			Community Planning and Vitality	identified	employment. » Representative participation of people from diverse cultural backgrounds.

RECOGNITION, CELEBRATION AND EVENTS

Actions	Priority	Timelines	Lead	Resources	Outputs and «««»» outcomes
Direction 8. Welcome new residents					
<p>8.1 Maintain and enhance the Welcome to Salisbury Booklet (translated into different languages and available on the Council’s website) containing local information on health and education services, public facilities, places of worship, local resources, starting a business, community groups, etc.</p> <p>Connect new arrivals to sources of information for learning opportunities, celebrations and events.</p> <p>Related action: 12.5.</p>	1	Year 2 Ongoing	Communications and Customer Relations Community Development	Resources to be identified Current operating budget	<p>» Welcome initiatives for new residents, including migrants.</p> <p>«««»»</p> <p>» Improve Council’s image as a welcoming, understanding organisation</p> <p>» Arrivals will ‘know where to go’, reducing their reliance on public services.</p>
<p>8.2 Position and promote citizenship ceremonies as intercultural events and opportunities to welcome new people and make friends in the City of Salisbury.</p> <p>Integrate multilingual multimedia presentations, performances and information provision into ceremonies (for example strengthening Kaurna relationships)</p>	2	Year 2 Year 2	Community Planning and Vitality Executive Office	Current operating budget Resources to be required	<p>» Positive first experiences will be communicated by new residents to their wider networks, promoting a positive image of Council and the City.</p>

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
8.3 Provide welcome messages in many languages on the website, at Council offices, at large community gatherings and events.		Year 2	Communications and Customer Relations	Current operating budget	
8.4 Create opportunities for new migrants to connect with Aboriginal and Torres Strait Islander communities, acknowledge their place in and contribution to the region's history and actively contribute to reconciliation.	3	Year 2	Community Planner Project Officer	Current operating budget	
Direction 9. Recognise achievements and contributions of diverse community groups and individuals					
9.1 Research and promote residents' success stories on the Council's website and in the media.		Ongoing	Communications and Customer Relations Community Development	Current operating budget	» Local stories of achievements circulated in the public arena. ««»» » Locals will feel proud of their community and its achievements. » Knowledge and awareness of diverse cultural community groups and their needs will increase.

Actions	Priority	Timelines	Lead	Resources	Outputs and «««»» outcomes
Direction 10. Promote and support intercultural celebrations and events					
10.1 Stage Harmony Day and other celebrations honouring diverse community groups and their specific ethnicities, cultures and languages.	1	Ongoing	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Current operating budget Additional resources to be identified as required	<ul style="list-style-type: none"> » Intercultural and interfaith events and celebrations. » Information about local community events. «««»» » Knowledge and awareness of diverse groups and the contributions they offer will increase across the community.
10.2 Incorporate opportunities for intercultural connections into existing community events that build understanding of equality, human rights and inclusion. Related actions: 3.1, 7.1.	2	Year 2	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Current operating budget	<ul style="list-style-type: none"> » Engagement within and between groups in activity to promote health and wellbeing and social interaction will increase.
10.3 Collate and provide information about local community events and celebrations to promote wider participation. Related actions: 3.1, 7.1, 10.1.		Ongoing	Communications and Customer Relations Community Development	Current operating budget	

SERVICES AND PROGRAMS

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
Direction 11. Plan and provide leisure, sporting, community and recreational infrastructure, facilities, services and programs that are inclusive					
<p>11.1 Build on Council’s approach to designing services, which reflect the needs of diverse community groups</p>	1	Ongoing	Community Development Department	Current operating budget	<p>» Infrastructure, program and service improvements.</p> <p>««»»</p>
<p>Engage members of diverse cultural groups during consultation stages for the provision and co-design of infrastructure, services and facilities to ensure they meet the changing needs of diverse communities.</p> <p>11.2 Ensure that consultation on projects and programs captures information about culture and ethnicity of the consultation participants.</p> <p>Related actions: 7.1, 11.1.</p>	2	Year 1	Community Development Department City Development Department City Infrastructure	Current operating budget	<p>» Programs and infrastructure will better serve diverse backgrounds of community groups.</p> <p>» Higher level of participation from culturally diverse members, resulting in health and wellbeing benefits.</p>
Direction 12. Reshape programs and services to address priority needs					
<p>12.1 Sustain and build on the initiatives for older people from diverse cultural backgrounds and build relationships between older people of diverse backgrounds.</p> <p>Related actions: 1.3, 2.1.</p>		Ongoing	Community Health and Wellbeing	External funding	<p>» Programs and services for culturally diverse groups and students.</p> <p>» English language learning programs.</p> <p>» Leadership training</p>

Actions	Priority	Timelines	Lead	Resources	Outputs and «««»» outcomes
<p>12.2 Encourage sporting clubs to provide education to diverse communities in regards to participation</p>		Year 3	Community Planning and Vitality	Current operating budget	<p>programs.</p> <ul style="list-style-type: none"> » Participation programs. » Information on government services.
<p>12.3 Review current English learning programs in and around the City of Salisbury, assess their fit against cultural diverse community needs and address gaps.</p> <p>Related actions: 1.3, 2.1.</p>	1	Year 1	Community Centres and Libraries	Resources to be identified	<p>«««»»</p> <ul style="list-style-type: none"> » Including culturally diverse expertise will improve the effectiveness of and participation in programs, information and resources developed to help diverse cultural groups and individuals.
<p>12.4 Explore opportunities for leadership training and mentoring for people and leaders from diverse cultural groups.</p> <p>Related action: 6.1.</p>		Year 3	Community Health and Wellbeing Community Centres and Libraries	Resources to be identified	
<p>12.5 Develop, implement, promote and encourage participation in new and existing programs for diverse cultural groups (for example, playgroups, sport and recreation)</p> <p>Related actions: 1.3, 2.1.</p>		Ongoing Year 3	Community Health and Wellbeing Community Centres and Libraries Community Planning and Vitality	Resources to be identified	

COUNCIL'S INTERNAL CAPACITY

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
Direction 13. Improve training and awareness of Council staff of the needs of diverse community groups					
<p>13.1 Increase staff's knowledge of emerging needs and issues in relation to diverse communities through centralised provision of information and training.</p> <p>Related action: 1.2.</p>	1	Year 1	People and Culture	Current operating budget	<p>» Intercultural practice training and resources.</p> <p>««»»</p> <p>» Increased intercultural practices of Council staff will improve services, increase customer satisfaction and enhance the organisation's profile</p>
<p>13.2 Provide access to interpreters for Council services, maintain and update procedures and regularly train staff on how to work with interpreters.</p> <p>Related action: 17.1.</p>		Year 2	People and Culture Communications and Customer Relations	Current operating budget	
<p>13.3 Develop staff's awareness of linguistic barriers of customers from diverse backgrounds and train in techniques for addressing communication challenges.</p> <p>Related actions: 1.2, 17.1.</p>	2	Year 2	People and Culture	Current operating budget	
<p>13.4 Create informal opportunities for Council staff for intercultural exchanges through food, music, arts, traditions and celebrations.</p> <p>Related actions: 3.1, 17.1.</p>		Year 2	People and Culture	Current operating budget	

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
Direction 14. Create an inclusive working environment					
<p>Continuous review of policies and procedures to ensure the workplace is welcoming, inclusive and free of racism, discrimination and exclusion.</p> <p>14.1 Develop a Diversity and Inclusion Action Plan to further enhance the Councils' as an inclusive workplace.</p>	1	Year 2	People and Culture	Current operating budget	<ul style="list-style-type: none"> » Inclusivity policy and procedures. » Unconscious bias training. » Participation rates for people of culturally diverse backgrounds in Council's workforce. » Annual surveys.
<p>14.2 Identify inclusion/exclusion patterns in relation to recruitment, staff development and career progression opportunities, and address barriers.</p>		Year 3	People and Culture	Current operating budget	<p>««»»</p> <ul style="list-style-type: none"> » An inclusive workplace will increase diversity, boost employee attraction and retention rates and enhance the organisation's profile.
<p>14.3 Provide readily accessible training on unconscious bias</p>		Year 3	People and Culture	Current operating budget	<ul style="list-style-type: none"> » A more diverse Council workforce will promote and enhance informed engagement with diverse groups and individuals.
Direction 15. Commit to achieving progress in shaping a diverse and welcoming community					
<p>15.1 Regularly assess whether diversity of employees, volunteers and committee members reflects the City's diversity.</p>		Year 2	People and Culture Community Health and Wellbeing Governance	Current operating budget	<ul style="list-style-type: none"> » Resourcing of Intercultural Strategic Plan. » Progress in achieving ISP <p>««»»</p>

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
15.2 Undertake the Intercultural Cities Australian Standards and Index Questionnaire.	1	Year 1	Community Health and Wellbeing	Current operating budget	targets and commitment to access and equity principles will improve community perceptions, support other ISP outcomes and enhance the organisation's profile.
15.3 Review and revise the Intercultural Strategic Plan and Implementation Actions as required to maintain Council's commitment to actions and strategies aimed at addressing issues and barriers experienced by our diverse cultural communities.		Year 4	Community Health and Wellbeing	Current operating budget	
Establish a direct reporting line between the General Manager for the Plan and the CEO.		Ongoing	General Manager of Community Development		
Direction 16. Boost Council's image as an intercultural organisation					
16.1 Develop and implement guidelines on translating key Council communications into other languages. Use easy English and symbols in Council communications. Related action: 17.1.	1	Year 3	Communications and Customer Relations	Resources to be identified	» Review of Council's brand and image. » Increase accessibility of information provided by Council. ««»» » Improved engagement outcomes with diverse community groups.
16.2 Ensure the Council's promotional materials, printed and electronic communication materials are reflective of the Council's intercultural community and priorities. Related action: 17.1		Year 3	Communications and Customer Relations	Current operating budget	» Greater sense of belonging among new residents, including migrants.

Actions	Priority	Timelines	Lead	Resources	Outputs and ««»» outcomes
Direction 17. Increase staff’s capacity to engage with diverse community groups in planning for the future of our City					
<p>17.1 Incorporate into the existing community communications strategy and engagement guidelines, a focus on existing and emerging cultural considerations. Regularly update them as required.</p> <p>Related actions: 13.2, 13.3, 16.1, 16.2, 16.3, 17.1, 17.2.</p>	2	Year 2	Communications and Customer Relations	New initiative bid	» Internal capacity to effectively engage with diverse community groups.
<p>17.2 Review resources and capability requirements to improve engagement with diverse community groups. Address the needs.</p> <p>Related action: 17.1.</p>		Year 2	Community Health and Wellbeing	Current operating budget	««»» » Inclusive engagement processes. » Increased access and inclusion for all community groups.
<p>17.3 Develop processes and staff’s capacity to engage with diverse community groups in strategy development and planning for the future of the City of Salisbury.</p> <p>Related action: 17.1.</p>	1	Year 3	Community Health and Wellbeing	Current operating budget	

Appendix 1

Ongoing	Year 1	Year 2	Year 3	Year 4
<p>1.1 Foster strong positive relationships and communications with and among community groups</p>	<p>1.1 Conduct regular engagement with a broad range of community groups to understand and document their needs.</p>	<p>1.3 Identify service gaps in the three tiers of government. Identify and advocate for priority community needs that are not sufficiently addressed by existing services and programs.</p>	<p>5.2 Facilitate information and support about how to establish and manage diverse cultural groups and how to manage their own networks.</p>	<p>15.3 Review and revise the Intercultural Strategic Plan and Implementation Actions as required to maintain Council's commitment to actions and strategies aimed at addressing issues and barriers experienced by our diverse cultural communities. Establish a direct reporting line between the General Manager for the Plan and the CEO.</p>
<p>5.3 Continue to identify community grant opportunities and provide information on preparing grant applications.</p>	<p>1.2 Develop and regularly update (especially in relation to people arriving to settle from different countries) City of Salisbury's diversity profile that includes information on diverse cultural groups and their needs.</p>	<p>1.2 Provide information about changing community needs to Council's internal and external service providers. Provide relevant information to businesses within the City of Salisbury.</p>	<p>7.2 Implement initiatives to increase participation and empower young females from culturally diverse backgrounds in employment, education, entrepreneurship, recreation and sporting activities.</p>	

<p>8.1 Connect new arrivals to sources of information for learning opportunities, celebrations and events.</p>	<p>2.1 At least once a year, meet the Minister for Multicultural Affairs and local and federal Members of Parliament to advise them of issues and barriers experienced by diverse cultural groups, and to explore opportunities and partnerships to address issues and barriers.</p> <p>Work with service partners to help diverse cultural groups engage with government to promote themselves and raise awareness of their needs.</p>	<p>1.4 Investigate housing needs including the needs of diverse cultural groups and identify ways to address the housing needs through City of Salisbury's residential property projects.</p>	<p>12.2 Encourage sporting clubs to provide education to diverse communities in regards to participation</p>	
<p>9.1 Research and promote residents' success stories on the Council's website and in the media.</p>	<p>4.1 Develop an Intercultural Community Alliance that consists of leaders from diverse communities who will advise Council on the implementation of the strategic plan as well as influencing future priorities.</p>	<p>3.2 Facilitate and organise initiatives aimed at developing intercultural partnerships, connections and collaboration among community groups and service providers.</p> <p>Facilitate and support intercultural awareness in the City of Salisbury.</p>	<p>12.4 Explore opportunities for leadership training and mentoring for people and leaders from diverse cultural groups.</p>	

<p>10.1 Stage Harmony Day and other celebrations honouring diverse community groups and their specific ethnicities, cultures and languages.</p>	<p>5.1 Identify cultural groups active across the City of Salisbury and maintain a register of contact details.</p>	<p>6.1 Promote and advocate for diversity in leadership groups.</p>	<p>12.5 Develop, implement, promote and encourage participation in new and existing programs for diverse cultural groups (for example, playgroups, sport and recreation)</p>	
<p>10.3 Collate and provide information about local community events and celebrations to promote wider participation.</p>	<p>7.1 Encourage, monitor and increase participation of people from diverse backgrounds in City's life.</p>	<p>8.1 Maintain and enhance the Welcome to Salisbury Booklet (translated into different languages and available on the Council's website) containing local information on health and education services, public facilities, places of worship, local resources, starting a business, community groups, etc.</p>	<p>14.2 Identify inclusion/exclusion patterns in relation to recruitment, staff development and career progression opportunities, and address barriers</p>	
<p>11.1 Build on Council's approach to designing services, which reflect the needs of diverse community groups</p>	<p>11.2 Engage members of diverse cultural groups during consultation stages for the provision and co-design of infrastructure, services and facilities to ensure they meet the changing needs of diverse</p>	<p>8.2 Position and promote citizenship ceremonies as intercultural events and opportunities to welcome new people and make friends in the City of Salisbury.</p>	<p>14.3 Provide readily accessible training on unconscious bias</p>	

	<p>communities.</p> <p>Ensure that consultation on projects and programs captures information about culture and ethnicity of the consultation participants.</p>	<p>Integrate multilingual multimedia presentations, performances and information provision into ceremonies (for example strengthening Kaurna relationships)</p>		
<p>12.1 Sustain and build on the initiatives for older people from diverse cultural backgrounds and build relationships between older people of diverse backgrounds.</p>	<p>12.3 Review current English learning programs in and around the City of Salisbury, assess their fit against cultural diverse community needs and address gaps.</p>	<p>8.3 Provide welcome messages in many languages on the website, at Council offices, at large community gatherings and events.</p>	<p>16.1 Develop and implement guidelines on translating key Council communications into other languages.</p> <p>Use easy English and symbols in Council communications.</p>	
<p>15.3 Establish a direct reporting line between the General Manager for the Plan and the CEO.</p>	<p>13.1 Increase staff's knowledge of emerging needs and issues in relation to diverse communities through centralised provision of information and training.</p>	<p>8.4 Create opportunities for new migrants to connect with Aboriginal and Torres Strait Islander communities, acknowledge their place in and contribution to the region's history and actively contribute to reconciliation.</p>	<p>16.2 Ensure the Council's promotional materials, printed and electronic communication materials are reflective of the Council's intercultural community and priorities</p>	
	<p>15.2 Undertake the Intercultural Cities Australian Standards and Index Questionnaire</p>	<p>10.2 Incorporate opportunities for intercultural connections into existing community events that build understanding of equality,</p>	<p>17.3 Develop processes and staff's capacity to engage with diverse community groups in strategy development and</p>	

		human rights and inclusion.	planning for the future of the City of Salisbury.	
		13.2 Provide access to interpreters for Council services, maintain and update procedures and regularly train staff on how to work with interpreters.		
		13.3 Develop staff's awareness of linguistic barriers of customers from diverse backgrounds and train in techniques for addressing communication challenges		
		13.4 Create informal opportunities for Council staff for intercultural exchanges through food, music, arts, traditions and celebrations.		
		14.1 Continuous review of policies and procedures to ensure the workplace is welcoming, inclusive and free of racism, discrimination and		

		<p>exclusion.</p> <p>Develop a Diversity and Inclusion Action Plan to further enhance the Councils' as an inclusive workplace.</p>		
		<p>15.1 Regularly assess whether diversity of employees, volunteers and committee members reflects the City's diversity.</p>		
		<p>15.2 Undertake the Intercultural Cities Australian Standards and Index Questionnaire</p>		
		<p>17.1 Incorporate into the existing community communications strategy and engagement guidelines, a focus on existing and emerging cultural considerations. Regularly update them as required</p>		
		<p>17.2 Review resources and capability requirements to improve engagement with diverse community groups. Address the needs.</p>		

ITEM	1.1.2
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Change in Opening Hours at Salisbury Recreation Precinct
AUTHOR	Brian Gillies, Contracts and Project Officer, City Infrastructure
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	The Salisbury Recreation Precinct, located at Happy Home Reserve in Salisbury North, is managed on behalf of Council by Belgravia Leisure. The opening hours of the precinct, which includes eight tennis courts and a variety of swimming pools, is guided by a Hot Weather Policy to regulate access during both hot and cold weather. Belgravia Leisure is proposing changes to the pool's Hot Weather Policy and Public Holiday opening hours.

RECOMMENDATION

1. That the information be received.
2. That Council endorse the following:
 - a. The amended Belgravia Hot Weather Policy – Pool and Tennis as set out in Attachment 6 to this report (Item No. 1.1.2, Policy and Planning Committee, 18/09/2017) be endorsed.
 - b. Boxing Day be added to the list of Public Holidays that the pool is closed.
 - c. The closing time on Public Holidays be changed from 6.00pm to 5.00pm (subject to the Hot Weather Policy).

ATTACHMENTS

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

1. Appendix 1 Hot Weather Policy Data 2016-17
2. Appendix 2 Attendances on Public Holidays 2015 - 2017
3. Appendix 3 Hourly Attendance Public Holidays 2016 -2017
4. Appendix 4 Public Holiday Attendance
5. Appendix 5 Closing Time Salisbury Swimming Centre - Resolution 2.8.1
6. Appendix 6 Hot Weather Policy - Pool and Tennis

1. BACKGROUND – CURRENT STATE

Hot weather policy

- 1.1 The Salisbury Recreation Precinct pool (“the pool”) is covered by a policy which relates to the opening hours during hot weather. The intent of the policy is to ensure that the pool is open to the public during hotter weather, when demand is likely to be greater, and closed during unseasonably cold weather (or extreme weather events) when there is little or no demand, or it is unsafe.
- 1.2 Under the current policy, on days when the forecast given at 9am is for 32° C or above, the pool may remain open until 8:30pm.
- 1.3 If however after 7pm there are twenty people or less in the pool, centre management may decide to close the pool prior to 8:30pm by giving thirty minutes notice to patrons.
- 1.4 This policy means during hot weather, the pool may close anywhere between 7pm and 8:30pm which is difficult for both the community and staffing of the pool. There have previously been complaints from patrons regarding the inconsistency of closing hours.
- 1.5 At this point in time, there are no issues regarding the cold/extreme weather closures.

Boxing Day

- 1.6 The pool is open each year from October to April, 7 days per week including Public Holidays with the exception of Good Friday and Christmas Day.
- 1.7 Boxing Day opening hours are from 9.00am to 6.00pm.
- 1.8 Historically there have been very low attendances during Boxing Day openings. For the past 3 years, average attendance on Boxing Day has been 25 patrons (an average of less than 3 people per hour).
- 1.9 With penalty rates, opening the pool on Boxing Day with such low numbers is not feasible.

Public Holiday opening hours

- 1.10 The current opening hours (subject to the Hot Weather Policy) of the pool are:

	Opening Time	Closing Time
Weekdays	6:00am	7:00pm
Saturdays	7:00am	6:00pm
Sundays and Public Holidays	9:00am	6:00pm

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Community Development

2.2 External

2.2.1 Belgravia Leisure

2.2.2 Town of Gawler pool

2.2.3 Tea Tree Gully Waterworld

3. REPORT

3.1 Belgravia Leisure have proposed the following changes:

3.1.1 The Hot Weather Policy be amended from “Cool off in the pool until 8:30pm on days forecast 32°C or more” to “The pool will remain open for an additional hour on days forecasted 35°C or above.”

3.1.2 Boxing Day be added to the list of Public Holidays that the pool is closed.

3.1.3 The closing time on Public Holidays be changed from 6.00pm to 5.00pm (subject to the Hot Weather Policy).

Hot weather policy

3.2 As stated in the background, the publicly promoted Hot Weather Policy has resulted in inconsistency of closing times, presenting difficulties for both the community and staffing of the pool.

3.3 Belgravia Leisure have proposed changing the Hot Weather Policy from “Cool off in the pool until 8:30pm on days forecast 32°C or more” to “The pool will remain open for an additional hour on days forecasted 35°C or above.”

3.4 Similar facilities outside of the City of Salisbury have policies that require the temperature to be at least 35°C and above before open hours are extended by one hour.

3.5 The two outdoor pools closest to Salisbury are Waterworld (open hours extended when forecast 37°C and above) and Gawler Pool (open hours extended when forecast is 35°C and above but only on weekends).

3.6 At the Salisbury Recreation Precinct pool during the 2016/17 season, there were thirty-eight occasions (excluding Christmas/Boxing Day and an exclusive booking) when the opening hours could have been extended under the current Hot Weather Policy (Appendix A). However, due to either low numbers or no patrons, the opening hours only needed to be extended on twenty of those occasions.

3.7 Further analysis of Appendix A reveals that:

- Opening hours were extended on a total of twenty occasions in 2016/17
- On nineteen of those occasions’ temperatures exceeded 35°C
- On only one occasion was the temperature below 35°C
- On thirteen occasions the temperature was between 32°C and 35°C but there were few or no patrons to warrant the pool staying open longer.

- 3.8 This information highlights that the community is least likely to use the pool after 7pm on days below 35°C.
- 3.9 In response to community use, to improve consistency of opening hours and to better align with other facilities, Belgravia Leisure is proposing that the publicly promoted Hot Weather Policy be amended. The policy would inform the public that the pool will stay open one additional hour when the Bureau of Meteorology's Elizabeth forecast is over 35°C on the day prior and subject to demand (with the exception of Christmas Eve, Boxing Day and exclusive hires).
- 3.10 The proposed change ("The pool will remain open for an additional hour on days forecasted 35°C or above.") would result in promoting opening hours more consistent with what happens in practice. There is likely to be little negative impact on the community as a result of the proposed change.
- 3.11 The proposed changes to the Hot Weather Policy will give patrons clarity on closing hours when the temperature is over 35°C and is more consistent with the industry standard, community demand and with what happens in practice.

Boxing Day

- 3.12 The pool is open on Public Holidays with the exception of Christmas Day and Good Friday each year.
- 3.13 Due to historically low patronage, Belgravia has proposed the additional closure of the pool on Boxing Day each year.
- 3.14 Over the past 3 years, the average Boxing Day attendance has been 28 patrons, with the highest recorded being 35 patrons (Appendix 2).
- 3.15 Even though temperatures on Boxing Day have been 28.1°C or lower over the last three years, other public holidays like Australia Day attract far greater attendances with similar temperatures (eg. 2016/17 Boxing Day 35 patrons at 28.1°C compared to 2016/17 Australia Day 130 patrons at 28.3°C).
- 3.16 Patronage on Boxing Day has particularly slowed since the introduction of the Boxing Day sales.
- 3.17 It is thought that many families use the extended holiday period to take holidays, spend time with family or recoup after a busy Christmas Day and are therefore less likely to visit the pool.
- 3.18 With public holiday penalty rates, it is not feasible to operate the pool on Boxing Day where the average number of patrons across the last three years is less than three patrons per hour.
- 3.19 As a result of low patron numbers, the impact on the community if the Boxing Day closure was adopted is likely to be low.

Public Holiday opening hours

- 3.20 Belgravia Leisure has proposed changes to opening hours of the pool on Public Holidays. They have proposed maintaining the current opening time of 9:00am and changing the closing time from 6.00pm to 5.00pm (subject to the Hot Weather Policy).
- 3.21 The two outdoor pools closest to Salisbury were contacted for their Public Holiday opening times. Gawler pool opens on public holidays only if the forecast temperature exceeds 32°C for the Public Holiday (taken 48 hours prior to). Tea Tree Gully's Waterworld has Public Holiday opening hours of 9:00am to 6:00pm.

- 3.22 Maintaining the opening time of Salisbury's pools at 9.00am will accommodate members and lap swimmers who generally attend the pool in the morning.
- 3.23 The proposed earlier closing time will cause little inconvenience to patrons with only 11 patrons attending the pool in the 5:00pm to 6:00pm timeslot across all public holidays in 2016/17 (Appendix 3).
- 3.24 Overall data from the Public Holidays in 2016/2017 shows only 5% of total patrons visit after 5.00pm (Appendix 4)
- 3.25 Under the proposal, opening hours would be subject to the Hot Weather Policy which would allow for a one hour extension on qualifying days.
- 3.26 If the changes are accepted, Belgravia Leisure will purchase new signage to reflect the new operating hours. They will also promote new operating hours with flyers and on both social media and their website. Council will promote the operating hours on its social media pages and website.

4. CONCLUSION / PROPOSAL

- 4.1 The Hot Weather Policy be amended from "Cool off in the pool until 8:30pm on days forecast 32°C or more" to "The pool will remain open for an additional hour on days forecasted 35°C or above."
- 4.2 Boxing Day be added to the list of Public Holidays that the pool is closed.
- 4.3 The closing time on Public Holidays be changed from 6.00pm to 5.00pm (subject to the Hot Weather Policy).
- 4.4 If the changes are accepted, Belgravia Leisure will purchase new signage to reflect the new operating hours. They will also promote new operating hours with flyers and on both social media and their website. Council will promote the operating hours on its social media pages and website.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11/09/2017

APPENDIX 1

Salisbury Recreation Precinct:

Hot weather Policy Data 2016-17 Season

Day	Date	Temp	Original Booking Time	Actual Booking Time	Additional Hours
Sunday	20/11/2016	36.3	7pm	7pm	0
Monday	21/11/2016	34	7pm	7pm	0
Monday	12/12/2016	36.6	7pm	7.30pm	0.5
Tuesday	13/12/2016	38.7	7pm	7.30pm	0.5
Monday	19/12/2016	37.3	7pm	7.30pm	0.5
Thursday	22/12/2016	33	7pm	7pm	0
Friday	23/12/2016	38.4	7pm	7.30pm	0.5
Saturday	24/12/2016	36.2	Closed at 6pm - Christmas eve		
Sunday - Christmas	25/12/2016	41.3	Closed - Christmas Day		
Wednesday	4/01/2017	34.2	7pm	7pm	0
Thursday	5/01/2017	36.4	7pm	7.30pm	0.5
Friday	6/01/2017	40.1	7pm	8.30pm	1.5
Saturday	7/01/2017	40.4	6pm	8.30pm	2.5
Thursday	12/01/2017	36.8	7pm	7.30pm	0.5
Monday	16/01/2017	35.6	7pm	8pm	1
Tuesday	17/01/2017	40.7	7pm	8pm	1
Thursday	19/01/2017	38.7	7pm	7.30pm	0.5
Sunday	22/01/2017	33.3	6pm	6pm	0
Sunday	29/01/2017	38	6pm	6.30pm	0.5
Wednesday	8/02/2017	42.2	7pm	8.30pm	1.5
Thursday	9/02/2017	40	7pm	8.30pm	1.5
Friday	10/02/2017	39.1	7pm	8.30pm	1.5
Saturday	11/02/2017	34.9	6pm	Exclusive booking	
Wednesday	15/02/2017	33.7	7pm	7.30pm	0.5
Monday	27/02/2017	35.3	7pm	7.30pm	0.5
Tuesday	28/02/2017	38.9	7pm	8pm	1
Wednesday	1/03/2017	38.6	7pm	7.30pm	0.5
Thursday	2/03/2017	37.2	7pm	8.30pm	1.5
Friday	3/03/2017	34.9	7pm	7pm	0
Saturday	4/03/2017	32.9	6pm	6pm	0
Tuesday	7/03/2017	32.6	7pm	7pm	0
Wednesday	8/03/2017	33.5	7pm	7pm	0
Thursday	9/03/2017	33.4	7pm	7pm	0
Friday	10/03/2017	32.5	7pm	7pm	0
Saturday	11/03/2017	33.3	6pm	6pm	0
Wednesday	15/03/2017	36.1	7pm	7pm	0
Saturday	18/03/2017	34.2	6pm	6pm	0
Sunday	19/03/2017	35.3	6pm	6pm	0
Monday	20/03/2017	35.1	7pm	7pm	0
Friday	24/03/2017	33.6	7pm	7pm	0
Saturday	26/03/2017	35.5	6pm	6pm	0

Item 1.1.2 - Attachment 1 - Appendix 1 Hot Weather Policy Data 2016-17

Appendix 2 – Centre recorded attendances on public holidays

2014 – 15 Season

Public Holiday	Date	Maximum Temp	Members Attendance	General Attendance
Christmas Day	25/12/2014	23.9	Closed	
Boxing Day	26/12/2014	23.4	4	14
New year's Day	1/01/2015	37	6	157
Australia Day	26/01/2015	21.4	6	21
Adelaide Cup	9/03/2015	24.8	3	9
Easter Friday	3/04/2015	23	Closed	
Easter Saturday	4/04/2015	24.3	7	5
Easter Sunday	5/04/2015	22	7	1
Easter Monday	6/04/2015	16.2	5	4

2015 – 17 Season

Christmas Day	25/12/2015	38.9	Closed	
Boxing Day	26/12/2015	23.7	3	21
New years Day	1/01/2016	33.3	9	131
Australia Day	26/01/2016	34	13	167
Adelaide Cup	14/03/2016	27.4	5	23
Easter Friday	25/03/2017	23.3	Closed	
Easter Saturday	26/03/2017	21.9	0	3
Easter Sunday	27/03/2017	22.5	3	2
Easter Monday	28/03/2017	23.4	5	7

2016 – 17

Public Holiday	Date	Maximum Temp	Members Attendance	General Attendance
Christmas Day	25/12/2016	41.3	Closed	
Boxing Day	26/12/2016	28.1	0	35
New year's Day	1/01/2017	23.5	0	11
Australia Day	26/01/2017	28.3	9	130
Adelaide Cup	13/03/2017	24.3	3	4
Easter Friday	14/04/2017	24.6	Season Closed	
Easter Saturday	15/04/2017	26.5		
Easter Sunday	16/04/2017	24.7		
Easter Monday	17/04/2017	28.1		

Appendix 3 – Hourly breakdown of attendance of 2016-17 public holidays

Boxing Day 2016

Centre Attendance Breakdown Report [Location 4243 SALISBURY RC]
for customers attending between 26 DEC 2016 and 26 DEC 2016

Services sold

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult Casual Entry	1		4				3	1		9
Aquatic - Concession Casual Entry	1		2					2		5
Aquatic - Child Casual Entry			3				5	4		12
Aquatic - Family Casual Entry					1					1
Aquatic - Spectator Casual Entry							5	3		8
Total Visits per Hour	2	0	9	0	1	0	13	10	0	
Total Visits										35

Total Visits: 35

New Year's Day 2017

Centre Attendance Breakdown Report [Location 4243 SALISBURY RC]
for customers attending between 1 JAN 2017 and 1 JAN 2017

Services sold

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult Casual Entry	1			1	2					4
Aquatic - Concession Casual Entry				1				1		2
Aquatic - Child Casual Entry								1	2	3
Aquatic - Spectator Casual Entry								1	1	2
Total Visits per Hour	1	0	0	2	2	0	0	3	3	
Total Visits										11

Total Visits: 11

Time Breakdown option has been selected - From Time: 9:00 AM To Time: 6:00 PM

Appendix 3 – Hourly breakdown of attendance of 2016-17 public holidays

Australia Day 2017

Centre Attendance Breakdown Report [Location 4243 SALISBURY RC] for customers attending between 26 JAN 2017 and 26 JAN 2017

Memberships

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic Access Season Membership Couples	1									1
Aquatic Access Season Membership Single	5									5
Aquatic Access Half Season Membership Single						1	1			2
Total Visits per Hour	6	0	0	0	0	1	1	0	0	
Total Visits										8

Visit Passes

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult 30 Visit Pass								1		1
Total Visits per Hour	0	0	0	0	0	0	0	1	0	
Total Visits										1

Services sold

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult Casual Entry	1	6	2	5	11	5	2			32
Aquatic - Child Casual Entry	3	3	5	8	1	6	5		5	36
Aquatic - Concession Casual Entry	3	10	2	3	2	3	4		1	28
Aquatic - Spectator Casual Entry	1	3	9	4		1	2		2	22
Aquatic - Family Casual Entry		3	1		4	2	2			12
Total Visits per Hour	8	25	19	20	18	17	15	0	8	
Total Visits										130

Appendix 3 – Hourly breakdown of attendance of 2016-17 public holidays

Adelaide Cup Day 2017

Centre Attendance Breakdown Report [Location 4243 SALISBURY RC] for customers attending between 13 MAR 2017 and 13 MAR 2017

Memberships

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic Access Season Membership Couples	1									1
Aquatic Access Season Membership Single				1						1
Total Visits per Hour	1	0	0	1	0	0	0	0	0	
Total Visits										2

Visit Passes

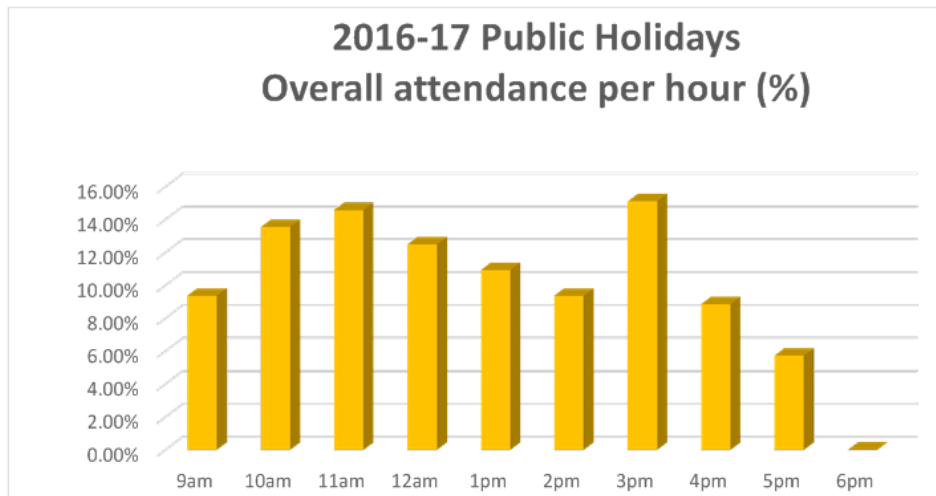
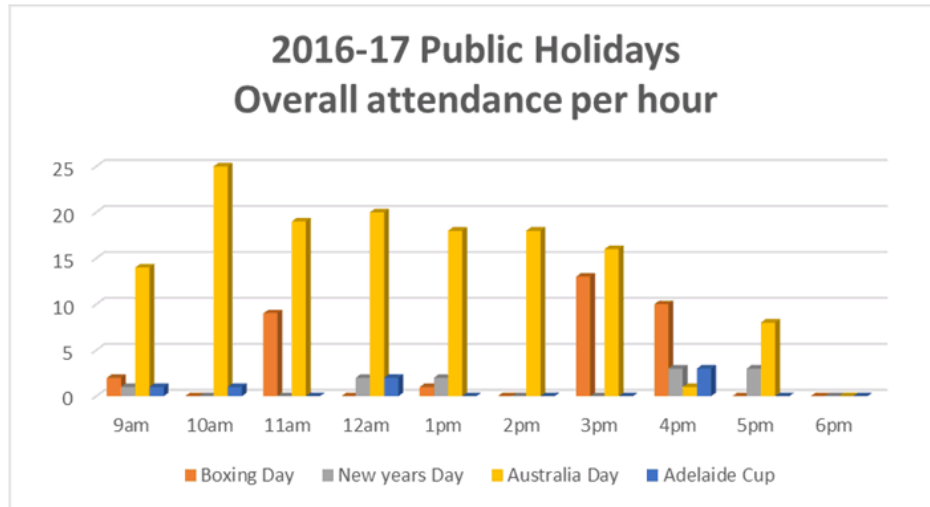
Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult 30 Visit Pass				1						1
Total Visits per Hour	0	0	0	1	0	0	0	0	0	
Total Visits										1

Services sold

Type	9:00 AM	10:00 AM	11:00 AM	12:00 PM	1:00 PM	2:00 PM	3:00 PM	4:00 PM	5:00 PM	Visits
Aquatic - Adult Casual Entry		1								1
Aquatic - Spectator Casual Entry								3		3
Total Visits per Hour	0	1	0	0	0	0	0	3	0	
Total Visits										4

Total Visits: 7

Time Breakdown option has been selected - From Time: 9:00 AM To Time: 6:00 PM



2.8.1

Author: Kevin Armstrong; Business Manager; Community Services

Email: karmstrong@salisbury.sa.gov.au

Council Resolution

2.8.1 Closing Time Salisbury Swimming Centre

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Cr Goodall moved in terms of the recommendation of the Committee that:

1. The Salisbury Swimming Centre's standard hours of operation are retained.
2. On days where the forecast temperature is over 32 degrees the closing time of the pool will be 8:30 pm, noting there will be a minor budget impact.
3. Increase promotion of the pool including targeted promotion of the Hot Weather Policy.
4. The Senior Pool Supervisor has delegated authority to close the pool if the forecast temperature is below 20 degrees or it is raining.
5. The Senior Pool Supervisor has delegated authority to vary entrance fees, at his/her discretion, within the last hour of trading depending on customer demand.

Cr Gill seconded

CARRIED

Committee Recommendation

2.8.1 Closing Time Salisbury Swimming Centre

Recommended that:

1. The Salisbury Swimming Centre's standard hours of operation are retained.
2. On days where the forecast temperature is over 32 degrees the closing time of the pool will be 8:30 pm, noting there will be a minor budget impact.
3. Increase promotion of the pool including targeted promotion of the Hot Weather Policy.

4. The Senior Pool Supervisor has delegated authority to close the pool if the forecast temperature is below 20 degrees or it is raining.
5. The Senior Pool Supervisor has delegated authority to vary entrance fees, at his/her discretion, within the last hour of trading depending on customer demand.

Cr Coates moved

Cr Zahra seconded

CARRIED

Report Recommendation

1. The Salisbury Swimming Centre's standard hours of operation on Weekdays are retained including use of the Hot Weather Policy for extension to 8 pm.
2. The Senior Pool Supervisor may extend the closing time of the Salisbury Swimming Pool, when the temperature is equal to or greater than 32 degrees, at his/her discretion, noting there will be a minor budget impact.
3. Increase targeted promotion, relative to the advantages of the Hot Weather Policy, be increased by staff.
4. The Senior Pool Supervisor has delegated authority to vary entrance fees, at his/her discretion, within the last hour of trading, depending on customer demand.

TENNIS

Hot Weather

If the forecast temperature is 38 degrees or above the courts will remain closed until 7pm or at the discretion of the Tennis Program Coordinator or appointed staff.

Inclement Weather

In the event of inclement weather access to the courts will be determined by the Tennis Program Coordinator or appointed staff.

Salisbury and Penfield Tennis Clubs are exempt as per their license agreement only during times of regular club bookings.

POOL

The pool will remain open for an additional hour on days forecasted 35°C or above.

Temperatures below 20° (rain/thunder/lightning) the pool may be closed.

Variations to opening hours are decided by Centre Management

ITEM	1.1.3
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Salisbury Secret Garden 2018
AUTHOR	Adam Trottman, Manager Community Planning & Vitality, Community Development
CITY PLAN LINKS	3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate. 3.4 Be a proud, accessible and welcoming community.
SUMMARY	This report provides information regarding the 2017 Salisbury Secret Garden program and provides options for the 2018 program.

RECOMMENDATION

1. That Council endorse the revised format of the Salisbury Secret Garden detailed in Section 3.10 of this report.
2. That staff prepare a non discretionary budget bid of \$45,000 for the First Quarter Budget Review 2017/18, with staff authorised to commence implementation of the program from the date of this resolution.
3. That a Strategic Advisory Board be established to guide sponsorship and be comprised of representatives from the Council, Salisbury Business Association and industry.
4. That two (2) Council representatives be appointed to the 2018 Salisbury Secret Garden Strategic Advisory Board being Mayor Gillian Aldridge and Cr _____.

ATTACHMENTS

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

1. Draft Salisbury Secret Garden Budget 2018

1. BACKGROUND

- 1.1 In 2014, the City of Salisbury held the first Salisbury Secret Garden as a place activation initiative to contribute to the Salisbury City Centre Renewal Strategy.
- 1.2 The festival has typically been held over a 10 day period with a focus around Salisbury Civic Square and venues within a walkable distance.
- 1.3 The first festival attracted an estimated 5,000 people, resulting in a strengthening of Council-Community-Business relationships and was supported by a number of infrastructure improvements in the City Centre.
- 1.4 In 2015, Salisbury Secret Garden attracted around 7,500 patrons with the project funded from a number of different budgets from across Council.

- 1.5 In 2016, the estimated number of attendees grew to over 10,000 at a total cost of around \$172,000 to Council including additional salaries required to deliver the 10 day event.
- 1.6 The following year a record number of over 13,000 attended Salisbury Secret Garden at a total reduced from 2016 to \$165,000 in 2017, including additional salaries required to deliver the 10 day event.
- 1.7 In 2017 the Council underwrote the event in the order of \$83,000, as the estimated costs of delivery were \$178,700 and budget allocations were \$95,000. The budget allocation for the event in 2018 is \$50,000. This budget allocation has been in the recurrent operating budget since inception.
- 1.8 As Salisbury Secret Garden continues to grow in popularity and has been recognised in the Northern Economic Plan and with the popularity and success, interest from other Councils has grown with several seeking to replicate the model.

2. NEIGHBORING COUNCILS EXPERIENCES

- 2.1 In 2015 the Town of Gawler commenced with a smaller but similar version of the festival and in 2017 the City of Playford, City of Tea Tree Gully, City of Onkaparinga and the Adelaide Hills Council supported a variety of similar models. These are discussed in more detail later in this section of the report.
- 2.2 In 2017, The Town of Gawler held its scaled down version on the weekend prior to Salisbury Secret Garden to avoid direct competition with the events in the city. The costs of this smaller event were in the order of \$35,000.
- 2.3 In 2017 both Playford and Tea tree Gully held their events at the same time as Salisbury Secret Garden opening weekend. The cost of the tea Tree Gully program one afternoon/evening program was in the order of \$50,000. Costings for the Playford event were unavailable at the time of writing.
- 1.1 Despite the direct competition from the City of Tea Tree Gully and City of Playford, the 2017 Salisbury Secret Garden program was the most successful to date.

3. SALISBURY SECRET GARDEN -

- 3.1 Highlights of the 2017 Salisbury Secret Garden program included:
 - Record number of patrons (exceeding 13,500)
 - Record media exposure
 - High levels of positive feedback via social media
 - Close to 7,000 followers on Facebook
 - A reduced budget compared to 2016
- 3.2 Attendances across the 2017 Salisbury Secret Garden program were as follows:
 - Opening Night (Friday 24 February) – 1317 patrons
 - Music Night (Saturday 25 February) – 3031 patrons
 - Big Bands Day (Sunday 26 February) – 1070 patrons

- Music and Movie (Friday 3 March) – 823 patrons
 - World Music Night (Saturday 4 March) – 1103 patrons
 - Family Fun Day (Sunday 5 March) – 2232 patrons
 - Schools Program (27 February – 3 March) – 2,492 children
 - Ticketed Shows (various) – 1,306 patrons
 - Shopping Centre Performances (Parabanks, Hollywood & Ingle Farm) – estimated 350
- 3.3 The Opening night (1317 patrons), Music night (3031) and Family Fun Day (2232) were the most successful elements held in Salisbury Civic Square, with a sufficient number of patrons to support stallholders, performers and to create a good atmosphere on those evenings and day.
- 3.4 Attendances at other elements such as the Music and Movie night (823), Big Bands Day (1070 patrons), and World Music Night (1103) were reasonable and larger than previous years however still need to be reconsidered given the resources required to host.
- 3.5 It is estimated that around 1,500 patrons (each patron staying for a 1-2 hour period) across a 3 hour period is sufficient to sustain atmosphere, support stall holders and provide patrons with a positive experience. The ideal number of patrons for an event at Salisbury Civic Square (using part of the rear car park) is around 2,000-3,000 patrons across a 4 hour period. This is the benchmark that should be used for the 2018 Salisbury Secret Garden program to maximize return on investment.
- 3.6 The Salisbury Secret Garden schools program traditionally during the week days in the Gallery and with activities in Salisbury Civic Square
- 3.7 The program was affected again in 2017 by hot weather with temperatures exceeding 35° Celsius throughout the week. As a result, many of the school performances were relocated to the schools.
- 3.8 Whilst this part of the program is close to cost neutral, staffing and other volunteer resources were saved by relocated performances to the schools and cancelling outside activities.
- 3.9 Anecdotally, a large number of families that returned to Salisbury Secret Garden at Salisbury Civic Square did so after hearing about it from their children who had seen performances at their school.
- 3.10 An amount of \$50,000 has already been allocated to the 2018 Salisbury Secret Garden budget as part of a previous council decision.

4. CONSULTATION / COMMUNICATION

- 4.1 Internal
- 4.1.1 Community Development
 - 4.1.2 Finance
 - 4.1.3 Community Centres
- 4.2 External

- 4.2.1 Adelaide Fringe
- 4.2.2 City of Tea Tree Gully, City of Playford and Town of Gawler
- 4.2.3 Salisbury Business Association
- 4.2.4 Slack Taxi

5. REPORT

- 5.1 Since the commencement of Salisbury Secret Garden and its growing success, interest from other Councils has also grown. This has resulted in neighboring Councils establishing similar competing programs, further saturating an already busy events and Adelaide Fringe schedule in February and March each year.
- 5.2 February and March is already a very busy time of year with a range of events and festivals available across Adelaide. With the addition of Playford, Tea Tree Gully and Gawler Council events, this makes the competition even more challenging which will only continue as their events gain momentum.

6. BUDGET AND PROPOSED REVISED FORMAT

- 6.1 The cost to deliver the full 10 day program at Salisbury Civic Square is high and a lot of these costs are due to the requirement for security across the entire week for temporary infrastructure (in the order of \$15,000), hire of temporary infrastructure for the extended period (in excess of \$20,000) and other costs necessary for the 10 day program.
- 6.2 As detailed in the Background section of this report, the 2016 program cost in the order of \$172,000 (including additional salaries) to deliver and in 2017 the cost was reduced to \$165,000, without impacting on patronage. The 2017 program included:
 - 10 day program of activities in the Civic Square
 - 2 weekends of major activity in Salisbury Civic Square
 - 5 days of a schools program in the John Harvey Gallery/at schools
 - A range of ticketed shows at the Salisbury Institute across 8 days
- 6.3 In order to reduce the costs further, consideration has been given to a revised format for Salisbury Secret Garden. The estimated cost, including any additional salaries and wages to deliver a revised format for the 2018 program would be in the order of \$95,000, (see Attachment 1). The current budget is \$50,000.
- 6.4 The revised format would offer and would offer:
 - 1 weekend of major activity in Salisbury Civic Square
 - 1 weekend of a range of ticketed shows hosted across the City of Salisbury
 - 5 days of school performances based at the schools

- 6.5 It is proposed that the 2018 Salisbury Secret Garden program be held commencing on Thursday 22 February 2018 and concluding on Sunday 4 March 2018. The following is the proposed format:
- 6.5.1 Thursday 22 February – Thursday 1 March 2018: Salisbury Secret Garden program with a performance at each Libraries Community centers and recreation centers, ticketed performances at Twelve 25 Youth Centre and additional performances at other venues (such as Tyndale Christian School, sporting clubs etc).
 - 6.5.2 Monday 26 February – Friday 2 March 2018: Salisbury Secret Garden schools program with performances based at the schools.
 - 6.5.3 Friday 2 March 2018: Salisbury Secret Garden Family Night in Salisbury Civic Square with a VIP event, performances and activities.
 - 6.5.4 Saturday 3 March 2018: Salisbury Secret Garden Music Night in Salisbury Civic Square with a headline act similar to Thirsty Merc and supported by Music SA.
 - 6.5.5 Sunday 4 March 2018: Salisbury Secret Garden Family Fun Day in Salisbury Civic Square.
- 6.6 The above format would engage with the wider City of Salisbury community and provide additional promotional opportunities of the free program based at Salisbury Civic Square on the weekend of 2-4 March 2018. The format will attract similar numbers to previous years thus continuing to build the event.
- 6.7 Staff have considered other alternative formats, however there are few way's to keep/improve participation. It would be possible to further reduce the event, however participation would be compromised.

7. IMPACT OF THE REVISED FORMAT

- 7.1 The proposed format will achieve similar participation numbers without compromising on the most successful elements of the 2017 program including those held in Salisbury Civic Square, Opening night (1317 patrons), Music night (3031) and Family Fun Day (2232). This will be achieved across a single weekend in 2018. By building on these numbers, similar attendances could be achieved in 2018 by condensing the program at Salisbury Civic Square. This would ensure sufficient number of patrons to support stallholders, performers and to create a good atmosphere on those evenings and day.
- 7.2 To gain further reach of the program and promote visitation to Salisbury City Centre, community centers and other venues could be given the opportunity to participate and contribute to the program. Discussions with several community centres have indicated their desire to host a single performance in their centre to both grow awareness of the centre's offerings and also engage their existing participants in cultural activities.
- 7.3 This approach would provide a broader reach of the program and the ability for community centres, libraries and other venues to host a performance. This would potentially include communities such as Mawson Lakes, Para Hills, Ingle Farm, Burton, and others outlets such as recreation centres.

- 7.4 It is understood community centres and other venues would be able to facilitate a performance with financial support in the order of \$500 per centre plus support from the Community Planning and Vitality team.
- 7.5 Over the past 3 years of the running of Salisbury Secret Garden there have been significant increases in patronage, at reduced costs. The current budget for the event is \$50,000. The proposed revised format will result in a reduction of cost to council of \$70,000. However it would require an additional \$45,000 to the existing operating budget of \$50,000. It should be noted that sponsorship will be sought for the festival and that a key function of the advisory Board will be to assist in identification of opportunities. It should be noted that this is a significant reduction for 2018 compared with the 2017 where the Council underwrote the event in the order of \$83,000.

8. EXPERT GUIDANCE FOR THE EVENT

- 8.1 In line with the approach for Australia Day a Strategic Advisory Board would be established to ensure that the format and sponsorship opportunities are maximized. The Board would include Council representation, business and industry. It is proposed that Two Council representatives be appointed to the Board to ensure that the format is in keeping with the vision Council has for the activation of the City and to provide advice on sponsorship opportunities.

9. CONCLUSION / PROPOSAL

- 9.1 The past four years of running Salisbury Secret Garden has provided the opportunity to trial various elements and identify those with greatest success. The proposed format for 2018 capitalizes on those elements.
- 9.2 The proposed revised format includes:
- One weekend of ticketed shows at community centres and other venues across the City of Salisbury (for example in Mawson Lakes, Ingle Farm, Para Hills, Burton, St Kilda)
 - One weekend of activities and performances in Salisbury Civic Square (Friday night opening night, Saturday night music night and Sunday family fun day)
 - Performances at schools linked with a promotion for families to visit Salisbury Civic Square for the free weekend program
- 9.3 The proposed format would also significantly reduce costs for the festival whilst delivering similar patron numbers for the Salisbury Secret Garden program, activate Salisbury Civic Square and contribute to the Salisbury City Centre Renewal Strategy.
- 9.4 The proposed revised format will result in a reduction of cost to council from around \$165,000 to \$95,000 (saving of \$70,000). However there is still a budget shortfall of \$45,000. As a result it is recommended that a non-discretionary budget bid the First Quarter Budget Review 2017/18 be prepared to deliver the 2018 Salisbury Secret Garden program taking the total budget to \$95,000.
- 9.5 It is also recommended that a Strategic Advisory Board be established to guide on sponsorship opportunities and provide industry input into the format.

CO-ORDINATION

Officer: GMCD
Date: 07/09/2017

"Attachment A" Proposed Budget for Salisbury Secret Garden 2018	
Artist Registration Fees	\$ 2,500.00
Other Venue Costs	\$ 8,000.00
Licence Fees and Volunteers	\$ 1,000.00
Friday Opening Night (Performers, Activities, MC)	\$ 10,000.00
Saturday Music Night (Performers, Activities, MC)	\$ 12,500.00
Sunday Family Fun Day (Performers, Activities, MC)	\$ 6,500.00
Road Closures	\$ 2,000.00
Street Performers	\$ 3,500.00
Artist Coordination	\$ 5,000.00
Music SA Artist and Stage Management	\$ 5,000.00
Security	\$ 4,500.00
Infrastructure, Sound, Lighting, Stage, Toilets & Other Logistics	\$ 25,000.00
Program, Printing and Distribution	\$ 6,000.00
Social Media	\$ 2,000.00
Signage	\$ 1,500.00
TOTAL	\$ 95,000.00

ITEM	1.1.4
	POLICY AND PLANNING COMMITTEE
HEADING	Minutes of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 September 2017
AUTHOR	Bronwyn Hatswell, PA to General Manager, Community Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The minutes and recommendations of the Strategic and International Partnerships Sub Committee meeting held on Tuesday 12 September 2017 are presented for Policy and Planning Committee's consideration.
RECOMMENDATION	
	1. The information contained in the Strategic and International Partnerships Sub Committee Minutes of the meeting held on 12 September 2017 be received and noted and that the following recommendations contained therein be adopted by Council:
SIPSC1	Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee
	1. Mr C Moore be appointed as Deputy Chairman of the Strategic and International Partnerships Sub Committee for the remainder of the current Council term of Council, effective 01/10/2017.
SIPSC2	Amended Policy and Procedures for Assessment of Sister City and Friendship City Relationships
	1. That this report be received.
	2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 1 and 2 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 12/09/2017) be noted.
SIPSC3	Strategic and International Partnerships Assessment of Strategic International Relationships Workshop
	1. That the information be received.
	2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed, noting the following change to part a):
	<i>a) All international relationships take into consideration the Council's City Plan and strategic priorities.</i>

3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the importance of the International Bird Sanctuary and Bird Migration draft business case is noted and Council's administration progress this as part of critical actions within the City Plan and the St. Kilda Master Plan delivery.
6. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017:
 - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
 - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

SIPSC-OB1 International Partnership/Engagement Criteria

1. That the Strategic and International Partnerships Sub Committee recommend the Sport, Recreation and Grants Committee give consideration to broadening the selection criteria by the incorporation of Sister City criteria.

ATTACHMENTS

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

1. Minutes Strategic and International Partnerships Sub Committee - 12 September 2017

CO-ORDINATION

Officer: GMCD
Date: 14/09/2017



**MINUTES OF STRATEGIC AND INTERNATIONAL PARTNERSHIPS SUB
COMMITTEE MEETING HELD IN COMMITTEE ROOMS, 12 JAMES STREET,
SALISBURY ON**

12 SEPTEMBER 2017

MEMBERS PRESENT

Cr E Gill (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza (Deputy Chairman)
Cr G Reynolds
Cr J Woodman
Christopher Moore (Rotary Representative)
Roderick O'Brien (Community Representative)

OBSERVERS

Cr S White

STAFF

Chief Executive Officer, Mr J Harry
General Manager City Development, Mr T Sutcliffe
General Manager Community Development, Ms P Webb
Manager Economic Development & Urban Policy, Mr G Ratsch
PA to General Manager Community Development, Mrs B Hatswell

The meeting commenced at 6.35 pm.

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

APOLOGIES

Apologies were received from Mr P Trimboli, Mrs H Vogt, Professor N Relph and Mr R Morris.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr D Balaza
Seconded Cr J Woodman

The Minutes of the Strategic and International Partnerships Sub Committee Meeting held on 04 July 2017, be taken and read as confirmed.

CARRIED

REPORTS

SIPSC1 Appointment of Deputy Chairman - Strategic and International Partnerships Sub Committee

Moved Cr D Balaza
Seconded Mayor G Aldridge

1. Mr C Moore be appointed as Deputy Chairman of the Strategic and International Partnerships Sub Committee for the remainder of the current Council term of Council, effective 01/10/2017.

CARRIED

SIPSC2 Amended Policy and Procedures for Assessment of Sister City and Friendship City Relationships

Moved Mayor G Aldridge
Seconded Mr C Moore

1. That this report be received.
2. That the Sister City and Friendship City Selection and Maintenance Policy and Procedures as set out in Attachments 1 and 2 to this report (Item No. SIPSC2, Strategic and International Partnerships Sub Committee, 12/09/2017) be noted.

CARRIED

SIPSC3 Strategic and International Partnerships Assessment of Strategic International Relationships Workshop

Moved Mayor G Aldridge
 Seconded Cr J Woodman

1. That the information be received.
2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed.
3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the International Bird Sanctuary and Bird Migration to the City of Salisbury draft business case set out in Attachment 5 of SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed for further development.
6. To facilitate delivery of the International Bird Sanctuary and Bird Migration to the City of Salisbury project a New Initiative Bid for Budget 2018/18 be prepared for Council consideration.
7. That staff prepare a business case assessment for the committee's consideration of the following projects discussed at the workshop held on 22nd August 2017:
 - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
 - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

With leave of the meeting and consent of the seconder Mayor G Aldridge VARIED the MOTION as follows:

1. That the information be received.
2. That the principles for assessing strategic international relationships as set out in Attachment 4 to this report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be endorsed, noting the following change to part a):
 - a) *All international relationships take into consideration the Council's City Plan and strategic priorities.*

3. That the business case template contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted for assessing future strategic international relationships projects.
4. That the matrix framework contained in Attachment 3 of the SIPSC4 report (Item No. SIPSC4, Strategic and International Partnerships Sub Committee, 12/09/2017) be adopted as a tool for conducting an assessment of strategic international relationships projects.
5. That the importance of the International Bird Sanctuary and Bird Migration draft business case is noted and Council’s administration progress this as part of critical actions within the City Plan and the St. Kilda Master Plan delivery.
6. That staff prepare a business case assessment for the committee’s consideration of the following projects discussed at the workshop held on 22nd August 2017:
 - i. Develop the economic elements of the Linyi relationship around technical and knowledge transfer, and explore opportunities to develop a cultural component;
 - ii. Developing a project to build strategic civic building partnerships with communities across Australia (such as indigenous communities, and intercultural communities) to enhance understanding.

CARRIED

OTHER BUSINESS

SIPSC-OB1 International Partnership/Engagement Criteria

Moved Cr G Reynolds
Seconded Cr D Balaza

1. That the Strategic and International Partnerships Sub Committee recommend the Sport, Recreation and Grants Committee give consideration to broadening the selection criteria by the incorporation of Sister City criteria.

CARRIED

CLOSE

The meeting closed at 7:01 pm.

CHAIRMAN.....

DATE.....

ITEM	1.2.1
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Adapting Northern Adelaide Annual Progress Report for 2016-17
AUTHOR	Nina Parletta, Coordinator Economic Growth, City Development
CITY PLAN LINKS	2.4 Have urban and natural spaces that are adaptive to future changes in climate. 1.2 Be the place of choice for businesses to invest and grow within South Australia, nationally and internationally. 2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands.
SUMMARY	The Adapting Northern Adelaide Progress Report for 2016-17 provides a detailed account of progress against the Adapting Northern Adelaide (ANA) three year rolling Action Plan. The report also discusses the approach to continuing the implementation of the ANA Action Plan in 2017-18.

RECOMMENDATION

1. That the Adapting Northern Adelaide Plan report for 2016-17 be noted.

ATTACHMENTS

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

1. Progress against priority actions
2. Adapting Northern Adelaide Steering Committee Terms of Reference and Way Forward

1. BACKGROUND

- 1.1 At its meeting on 27 June 2016, Council endorsed the Adapting Northern Adelaide Regional Climate Adaptation Plan. The Plan was a joint regional initiative of the Cities of Salisbury and Playford, undertaken with the support of the Government of South Australia.
- 1.2 The Plan identified the following long-term priority areas:
 - Building natural buffers to sea level rise;
 - Creating liveable communities through climate ready developments;
 - Reducing the risk of climate hazards to community health and wellbeing;
 - Adapting the economy through investment in horticulture and green industries;
 - Smart investment in urban green space and natural environments; and
 - Supporting resilient natural landscapes.

- 1.3 A three Year Rolling Action Plan 2016-19 based on practical steps that the Councils can take, embedding adaptation into existing services and projects, was developed to implement the Plan.
- 1.4 As a part of the 2016/17 budget process, the Cities of Salisbury and Playford each contributed 50 per cent towards the funding of a twelve month contract position to commence implementation of the Plan, conclude the Climate Change Sector Agreement with the State Government (which was a condition of the funding attached to the development of the Plan), and investigate the potential for the development of a green economy sector in northern Adelaide. The Coordinator, Adapting Northern Adelaide concluded his appointment on Friday, 14 July 2017.
- 1.5 An ANA Progress Update presentation was provided to Elected Members at the Informal Strategy Meeting on 6 June 2017.

2. CITY PLAN CRITICAL ACTION

- 2.1 The implementation of Adapting Northern Adelaide is consistent with two critical actions contained in the *City Plan 2030*:
 - 2.1.1 Enhance the Polaris Centre's ability to support industry development (including food processing and green industries), international trade, entrepreneurship and engage meaningfully with business.
 - 2.1.2 Planning for adaptation to future changes in climate through the resourcing and implementation of the Adapting Northern Adelaide Plan.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Internal consultation has included engagement with key business units in relation to priority areas of the Plan.
- 3.2 External
 - 3.2.1 An Adapting Northern Adelaide Steering Committee was established and is chaired by the City of Salisbury's General Manager, City Development. The Committee included representation from the Cities of Salisbury and Playford, the State Government, University of South Australia, Salisbury Water and the Northern Adelaide Waste Management Authority.
 - 3.2.2 State Government agencies including the Departments of Environment, Water and Natural Resources, State Development, Premier and Cabinet, and Green Industries SA to progress initiatives included in Adapting Northern Adelaide.
 - 3.2.3 Business, through events and activities held as a part of the ANA Action Plan.

4. REPORT

- 4.1 During the first year of ANA, a large number of specific activities were commenced, with the immediate actions identified in the Adapting Northern Adelaide Climate Adaption Plan largely implemented and a longer term foundation laid for regional progression of the Plan through the ANA Steering Group. A complete list of progress against priority action areas is available at Attachment A.
- 4.2 However, the full benefits are likely to be demonstrated where climate adaption principles are integrated into new projects for infrastructure, civic buildings and residential precincts.
- 4.3 Feedback from the Department of Environment, Water and Natural Resources (DEWNR) has identified that the implementation of action plans across the State has been more difficult than anticipated.
- 4.4 Whilst the future focus of ANA for the City of Salisbury is still to be defined, its success will require an approach that integrates the ANA Climate Adaption Plan actions and principles into annual business planning, such that:
- Climate adaption aspirations identified in the ANA Plan and rolling action plan are properly integrated into all new projects;
 - Operational teams embrace procedures and programs that include climate adaption (such as in open space and land management, and in emergency response);
 - Business support services (including Polaris and/or Stretton Centres) provide support and assistance for green and low carbon industries growth;
 - Councils can respond to opportunities such as planning and grant funding to advance climate adaption and green industries growth; and
 - Incorporates a level of coordination relating to Steering Group Meetings, the upkeep of the ANA Plan, progress reporting and review of actions.
- 4.5 Part of the reason why the future focus is yet to be defined is that the South Australian Government is currently preparing a response to the 11 regional Adaptation Plans prepared across South Australia. This response is expected to outline the common adaptation priorities identified as being critical to resilience in a changing climate and outline the initiatives the State Government might implement to support delivery of regional adaptation plans. The State may elect to take a lead role in the delivery of some commonly identified actions in the regional plans and as such it is considered prudent to await the release of the response (anticipated by the end of 2017).
- 4.6 Five key action areas have been identified by the Coordinator, Northern Adelaide Adaption Strategy for the City of Salisbury to consider moving forward: Smart Cities; Stormwater Management Plans; Cooler Cities; Green and Low Carbon Transition; and Enhancing Resilience in Communities for Extreme Weather Events.
- 4.7 Executive is considering these areas and the future focus of ANA for the City of Salisbury, including how future delivery of activity will occur and how activity can be implemented and resourced within current arrangements.

- 4.8 Additionally, a review of how the ANA Steering Committee will operate and what a regional approach will include has been undertaken, with a revised Terms of Reference and agreement to regional activity (refer Attachment B).
- 4.9 The revised membership of the ANA Steering Committee will include General Manager, City Development (City of Salisbury), Senior Manager – Strategy and Policy (City of Playford) and Manager, Adaption (DEWNR). Operational support will be provided by Coordinator Economic Growth (City of Salisbury) and Manager Environment and Waste (City of Playford).

5. CONCLUSION / PROPOSAL

- 5.1 Whilst there have been a number of achievements through the implementation of the ANA Action Plan, the future focus for the City of Salisbury is still to be fully defined and agreed, noting however that there are also a number of actions that align with the Action Plan embedded into Council’s normal business.
- 5.2 The City of Salisbury will continue to actively participate in the Adapting Northern Adelaide Steering Group.

CO-ORDINATION

Officer: EXECUTIVE GROUP

Date: 11.09.17

Prepare guidelines on how to encourage greater use of climate ready building techniques and site development		
<p>Action 1: Prepare principles and aspirational outcomes that would be used to encourage and guide developers in contributing climate ready, efficient and sustainable buildings towards Smart & Livable City goals. (for Playford this would include the new CBD Project Masterplan to contribute to a Smart City, and identifying smart City grants that could assist. For Salisbury this would include the Revitalisation of the City Centre project)</p>		
Progress	Issues	Observation/Comments
Suggestions were made towards the City of Salisbury Civic Hub project at the earliest opportunity. Similar ideas were also communicated in City of Playford CBD Master Planning processes and when any opportunity to have input was provided		Projects such as the, Playford CBD Upgrade, Buckland Park, the continuing of Playford Alive, City of Salisbury Civic Hub and Oval Residential Development and any future Ridley Salt Fields development, provide opportunity for the Councils to demonstrate, lead or influence how northern Adelaide will transition to be a smart and climate resilient region.
A proactive approach towards the Smart City concept was adopted in learning more about the Federal Government's Smart City Plan initiative and contributing feedback on draft Smart Cities and Suburbs Program guidelines. This served to clarify that environmental benefits (in addition to social and economic benefits) were part of the criteria towards assessing grant applications.		
Modelling and mapping to assist with risk management		
<p>Action 2: New Stormwater and Storm Surge plans to incorporate sea level rise spill maps and revised rainfall and runoff guidelines in modelling, incorporating key infrastructure and future urban densification & development. Incorporate effective verification mechanisms to assure that development projects have integrated climate resilience.</p>		
<p>Action 2.1 Ensure that where structures are built in high risk zones that they are designed to cope with the risk.</p>		
<p>Action 2.2: Investigate options to transfer risk liability where exposure to extreme events remains a concern. Approve Internal Checklist - Use checklist & link to Institute of Aus Engineers Rainfall and Runoff Guidelines & NCCARF Coastal Risk and Guidelines.</p>		
Progress	Issues	Observation/Comments
Stormwater Management reviews are being undertaken in both Councils incorporating climate change scenarios, future development and related increased runoff coefficients.		A checklist to guide decisions relating to Development Plan Amendments and to inform development decisions should be considered to assess new and existing settlements at risk of flooding, tidal and storm surge and bushfire exposure.
An internal checklist was prepared in relation to urban developments in low lying and coastal areas. This was shared with the Manager- Technical services (Salisbury) and the Strategy and Policy team (Playford)		The issues associated with low lying settlements such as Globe Derby Park, St Kilda, Buckland Park and any future Ridley Salt Fields development are significant with complex interactions across community expectations, the physical environment and biodiversity.
An National Disaster Resilience Program (NDRP) grant application was submitted for new flow monitoring stations for Smiths Creek and Adams Creek and creation of an online dashboard and alerts and whilst this was not successful, it identified how a connected alert system could be established to assist in flood management.		
Identify areas where housing should not be located (eg flood/storm surge, bushfire)		
<p>Action 3 Use spatial layers identifying risk locations against current and proposed developments to assess risk (stormwater, storm-surge and fire) and appropriate development uses.</p>		
Progress	Issues	Observation/Comments

<p>This Action is largely covered by the Stormwater Planning that is underway in both the City of Playford and City of Salisbury.</p>		<p>The new South Australian Planning framework and revised 30 year Plan for Greater Adelaide provide general regard for bushfire and extreme event safety and support risk overlays for improved safety through planning and approvals.</p> <p>The City of Salisbury is preparing risk overlays that will assist in zoning and development approval requests. There is a need to ensure that the new planning framework does result in improved approaches for new buildings in high bushfire zones and minimises harm to native vegetation and biodiversity</p>
<p>Review local risks and responses to climate event hazards (e.g. heat waves, heat islands, bushfire, flood & storm surge risks)</p>		
<p>Action 4: Engage with teams to stress test responses to current plausible worst case conditions & identify weaknesses in community support, health and emergency services.</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>Identified opportunities for Climate Adaptation to be incorporated into the work of the Zone Emergency Management teams in planning for the range climate extremes (fire, heatwaves, flood, storms), and earthquake.</p> <p>Engaged with SAFECOM to design an exercise/review/workshop with community and health leaders. This initiative was continued in collaboration with Red Cross. The initial focus is on preparation and response to an extended heatwave event.</p>		<p>It was intended that this exercise would occur before July 2017 but this was not possible due to delayed responses and the timing of the Red Cross project. It is considered that this work has strong linkages to the Zone Emergency Management (ZEM) Teams but extends beyond the scope of the ZEM teams and is best approached as community support, aimed at strengthening community capacity to be resilient during extreme events.</p> <p>It is recommended that northern Adelaide Councils through the ANA Steering Committee, establish a partnership to collaborate with the Red Cross Project</p>
<p>Increase appropriate tree planting rates in urban areas to increase shade and cool streets with a focus on vulnerable community hotspots</p>		
<p>Action 5: Establish an urban heat island reduction program for the hottest urban areas as part of amenity improvement programs</p>		
<p>Action 5.1: Plan and seek funding for regional vegetation cover & heat islands using LandSat / iTrees Assessment / heat island mapping.</p>		
<p>Action 5.2: Review council owned land parcels to identify those with potential to create or maintain connected green spaces and corridors, particularly along rivers, creeks and coastal areas and where there are benefits for people and movement.</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>Playford - A review of daytime Landsat thermal images, led by the environment team, was completed</p>		

<p>Salisbury – AMLR Natural Resource Management completed canopy assessment for targeted high priority areas in Salisbury.</p>	<p>The data to date is low cost and low resolution. Work completed helps to inform future canopy and heat assessment but is not yet sufficient for decision making until night time re-release of heat is mapped or modelled based on nearby night time flyover mapping (such as from the City West Thermal Imaging Report). There is concern that misinterpretation of daytime imagery which includes aspects of reflectivity and thermal release could lead to poor decisions.</p> <p>In some areas overhead powerlines may contribute to a lack of canopy cover and streetscape greening. No funding is made available through the state Power Line Undergrounding Committee to allocate any of this budget for undergrounding on the basis of reducing urban hot spots.</p>	
<p>Prepare 'climate-ready' guidelines regarding open space management and landscaping including appropriate species selection</p>		
<p>Action 5.3: Pool and capture the corporate knowledge of open space teams in guidelines and modelling to inform the best open space outcome.</p>		
<p>Action 5.4: Define and promote the principles and outcomes sought for positive biodiversity outcomes when land use is changed</p>		
<p>Progress</p> <p>Identified opportunities where this action overlaps with principles and aspirational outcomes to inform developments and to collaborate with developers involved in new projects precincts and renewal projects.</p> <p>Recognition that this is largely an internal process that is ongoing, Council staff have decades of knowledge and particularly local knowledge.</p>	<p>Issues</p>	<p>Observation/Comments</p> <p>It was recognised that enhancing open space guidelines is largely an internal process that is ongoing. Council staff have decades of corporate knowledge and particularly local knowledge in local vegetation, open space management, streetscapes, tree selection and management.</p>
<p>Restore/maintain coastal and marine habitats</p>		
<p>Action 6: Support DEWNR to investigate a Coastal Retreat Plan with councils spatially identifying the limited potential areas for samphire & mudflat restoration</p>		
<p>Progress</p> <p>Through contributing in consultation processes for the Adelaide International Bird Sanctuary and on the AIBS Economic Development Taskforce, the need for DEWNR to take the lead role to incorporate climate adaptation in the proposed Management Plan was communicated.</p>	<p>Issues</p>	<p>Observation/Comments</p> <p>It is appropriate that DEWNR take the lead role for climate adaptation in the Adelaide International Bird sanctuary. There are significant opportunities for collaboration between developing/ re-developing coastal infrastructure, settlements and attractions post salt production in a way that is appropriate for the preservation of mangrove, mudflat and saltmarsh habitats.</p> <p>During this period, the Northern Connector Project has been the focus of much attention by stakeholders. Opportunities for samphire and mudflat restoration should be pursued in regard to civil earthworks for stormwater and road infrastructure, and in relation to any significant environmental benefit (SEB) offsets required.</p>
<p>Better managing threats such as pests and diseases that impact communities, farming and biodiversity</p>		
<p>Action 7: Enhance data collection frameworks to monitor pest and disease extent and outbreaks to ensure strategies are effective in coping with new and changing risks that are made worse due to climate change (such as mosquito abundance (& related diseases) fruit fly, caltrop, buffel grass, silver leaf nightshade and other invasive pests and diseases).</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>

<p>The concept of incorporating improved habitat for welcome swallows as an additional strategy for insect control was discussed with the University of South Australia, and several honours and masters students are interested in contributing their studies towards a program of research that could extend into the future with the objective of incorporating biodiversity controls into the design of coastal settlements. Initial research will focus on baseline research of current populations of welcome swallows in the region, and on community and business attitudes towards welcome swallows.</p>		<p>Mosquitos - The approach to reducing the vector based diseases from mosquitos was initially focussed on new developments rather than enhancing existing mosquito control programs of councils. Terry Sutcliffe made the suggestion to engage with Council Environmental Health Teams. This suggestion (and contacts) has been forwarded to the university.</p>
<p>A research outline has been prepared by UniSA students. Councils and potential stakeholder organisations have been invited to an initial briefing on the project.</p>		<p>Caltrop and Silver leaf night shade - The wet summer of 2016-17 created conditions for invasive weeds such as caltrop and silver leaf night shade to flourish. The problems are widespread across both councils but more severe in Playford and appear extreme in areas under building construction where bare ground is exposed.</p> <p>Under a scenario where summers are hotter and sometimes wetter, constraining and reducing such weed infestations is likely to require additional effort targeted towards breaking the life cycle of these particular weeds, typically at the earliest post germination stage before seeds are set.</p>
<p>Create a Green Industry Cluster in Partnership with the South Australian Government and participating businesses</p>		
<p>Action 8: Develop an Adapting Northern Adelaide Network of participating businesses that would contribute to a regional approach to tackle opportunities, barriers and reforms, strengthen networks, improve green and low carbon growth opportunities</p>		
<p>Action 8.1: Establish a multi partner Green Industries /Low Carbon working group support a regional approach to tackle opportunities, barriers and reforms, including with key businesses, UniSA and government representatives</p>		
<p>Action 8.2: Develop an SA Brand and promotional framework for participating businesses and a Green Industries Roadmap - subject to consultation with industry</p>		
<p>Action 8.3: Host an Adaptive Economy forum to workshop adaptation issues for business and commence the Northern Adelaide Green Industries Region initiative</p>		
<p>Action 8.4: Host an Energy Speed Networking forum to enable electricity consumers to engage with solution providers in Northern Adelaide</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>Approximately 85 businesses have participated in Adapting Northern Adelaide Events or expressed a level of interest in supporting the Northern Adelaide Green Industries Concept.</p>		
<p>A successful Adaptive Economy Forum was held in November 2016 at the Technology Park Conference Centre with approximately 65 attendees. The Outcome of the forum included a Communique that can serve to inform how an adaptive economy is supported.</p>		
<p>A well-attended Energy Speed Networking Event was held at Fluid Solar Thermal House at Elizabeth Vale in March 2017. The event included approximately 30 solution providers and more than 70 participants, enabling many opportunities to see available technologies and establish connections.</p>		

<p>In May 2017, an SA Power Networks briefing was arranged to assist the councils and partnering stakeholders such as the University of South Australia, hear from SA Power Networks about the opportunities of the Northern Adelaide Electricity Grid and sub stations to support renewable energy and battery storage installations.</p>		
<p>The economic development teams have encouraged businesses to collaborate on demonstrating renewable energy and low carbon demonstration sites using local business products and solutions. This approach is proving successful and as more renewable energy and energy storage projects are established (>100kW), it is suggested that a register be kept.</p>		
<p>The Councils are also seeking to assist through the Early Adopters Program of the Building Upgrade Finance Scheme.</p>		
<p>Northern Adelaide Visitors and Tourism - Visiting the attractions of northern Adelaide is considered to fit within the scope of low carbon and green industries. Participation towards the Adelaide International Bird Sanctuary (AIBS) through the AIBS Economic Development Taskforce provided opportunities of connecting conservation, core AIBS tourism and accompanying visitation tourism and visitation themes.</p>		
<p>Develop better training and language communication support in areas such as soil and salinity management.</p>		
<p>Action 9: Successful 90 Day Project for a new Governance framework for Water Management on NAB irrigated lands. Councils to support [supporting role], addressing areas of reform required for improved runoff & brine disposal strategies</p>		
<p>Action 9.1: Participate in support of the Virginia Farmers Association skills sharing workshop for soil and sustainability</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>Several workshops were facilitated at the Virginia Horticulture Centre, and at the Greenhill Road AMLR Natural Resources Management Office to tackle the long standing issues associated with poor drainage causing loss of productive land due to salinity, sodicity and waterlogging.</p> <p>The outcomes of the workshops were documented and a 90 day Project proposal was prepared with PIRSA and DEWNR towards a new Governance Framework and connecting with infrastructure opportunities.</p>		<p>The 90 Day Project may not proceed in its original form, but several meetings have been held with the General Manager, Stormwater Management Authority and Manager, Urban Water, Economics and Water Security (DEWNR) to ensure that this important work is continued for the long term sustainability of existing and new areas of irrigation.</p>
<p>Investigate improvements in rules for water allocation, harvesting, trading and brine disposal particularly relating to drought & heatwave adaptation</p>		
<p>Action 9.2 Maintain engagement with SA Water for opportunities where multiple benefits & activities can occur.</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>SA Water was included and participated in the work described above in Actions 9 and 9.1.</p>		
<p>Use alternative water sources (e.g. roof runoff, surface water, ASR schemes recycled wastewater or desalination of saline ground water)</p>		
<p>Action 9.3 As above</p>		
<p>Progress</p>	<p>Issues</p>	<p>Observation/Comments</p>
<p>Included in 90 day project proposal</p>		
<p>Northern Adelaide Councils will implement a Climate Change Sector Agreement</p>		
<p>Action 10: Governance arrangements finalised and commenced to oversee the Adapting Northern Adelaide Climate Change Sector Agreement is the functional mechanism for voluntarily partnering with the Government of South Australia on climate change.</p> <p>1) To implement the ANA Adaptation Plan 2) To establish the Northern Adelaide Green Industries vision and program 3) To continue efforts on reducing greenhouse gas emissions and supporting renewable energy.</p>		
<p>Action 11: Investigate Energy and Greenhouse Mitigation Initiatives</p>		

Action 12: Measures of performance		
Action 13: Reporting - Quarterly report to the Executive Groups and Steering Committee once established		
Progress	Issues	Observation/Comments
The Climate Change Sector Agreement was signed on 30 November 2016, and included the three key areas of focus as described.		
The Adapting Northern Adelaide Steering Committee was established with Terms of Reference		
The measures of performance have been included in reporting against individual actions where appropriate.		
The Team Leader, Lighting and Electrical (Salisbury) reported on progress, constraints and challenges associated with the City of Salisbury Carbon and Energy Management Plan, including the proposal for Council to take ownership of street lighting to reduce long term costs.		
For the City of Playford, reporting (at a high level) was made through quarterly reporting framework that covers all major projects and initiatives. Detailed reporting was deferred to an end of year presentation to elected members on progress against the Action Plan.		
For the City of Salisbury, reports were made to the Steering Committee and a Progress Report was provided to the Executive and Elected Members in March. This report was at a high level and did not communicate the detail of progress towards specific actions.		

ANA Steering Committee

Role of the Steering Group

The primary role of the Adapting Northern Adelaide Steering Group is to provide strategic direction for the implementation of Adapting Northern Adelaide Plan and key regional priorities, and to oversee the achievement of the objectives of the Climate Change Sector Agreement with the South Australian Government.

In performing its role, the steering group will:

- Provide guidance and direction of regional priorities and the objectives of the Sector Agreement within the annual budget constraints and priorities of the Councils
- Identify Climate Adaptation, mitigation and related economic development projects that could be delivered on a regional basis
- Establish criteria to measure success for reporting of progress against the priority areas of focus and the Sector Agreement
- Review progress of the ANA Program and Sector Agreement on a half yearly basis
- Provide recommendation and guidance of resourcing of sector agreement requirements
- The State Government representative will provide regular briefings to the Steering Group on government policy developments
- The Steering Group will also be the primary source of contact with the Councils in relation to the State Government's Climate Change initiatives

Membership of the Steering Group

The Steering Committee will comprise a senior representative from the City of Playford and the City of Salisbury, and a representative from the Government of South Australia.

The committee will be supported in an advisory capacity by the Coordinator Economic Growth and Manager Environment and Waste.

In addition, project working teams may be engaged to progress priority activities, that will include area specialists to provide technical expertise or for further clarity/guidance/ direction with respect to issues or specific actions.

Proposed areas of focus

The Steering Committee will identify no more than three (3) regional priority areas to progress. In year one, it is proposed that these are:

- Green Industries
- Stormwater Management

Responsibilities

Steering committee

This is a small group who should meet twice per year and has ultimate accountability for the delivery of the ANA program.

Role	Authority	People (as at Aug 2017)
The decision making body and overall responsibility for direction and vision for the ANA. Membership should be one appropriately senior staff member from each organisation included in the Sector Agreement.	Decide overall direction of the ANA program Determine the priority areas in any given year / period Determine resourcing requirements for the ANA program	Terry Sutcliff (Salisbury) Greg Pattinson (Playford) Christopher Wright, Manager Adaption (DEWNR)
Operational support and advice. Should be one operational person from at least 2 of the member organisations with ability to take action on decisions made.	Provide information. Make notes of meeting decisions and inform relevant people of these.	Nina Parletta (Salisbury) Kaarina Sarac (Playford)

Advisory / Working Group(s)

This can be a larger group of people from a wide variety of backgrounds and organisations. The membership is likely to fluctuate depending on the focus area and the interest / ability of the people leading any given project within the ANA.

Role	Authority	People (as at Aug 2017)
Assistance and expert advice on specific topics or directions	Recommend directions or activities; undertake actions or tasks within ANA	TBD as per needs basis

Within the ANA, work is anticipated to occur via the following ways:

1. Projects undertaken by the member organisations within their own businesses – which align to or progress the directions of the ANA program. These may be part of Business-As-Usual or new directions occurring via business decisions within the organisation. These may be independent of or dependent on the ANA, however they will progress action on climate change and adaptation regardless. There may be regional alignment or partnership on some of these but this will be a business decision of the appropriately authorised staff of each organisation with the decision made independent of the ANA Steering Group.

2. Regional priority projects which are identified via the ANA. These will be projects which may be occurring within the member organisations but show a strong alignment with the ANA and a need for a regional approach. The ANA Steering Group will determine which of these will be deemed a focus of the ANA. This may result in decisions about resourcing or additional tasks / actions flowing to member organisations.

ITEM	1.3.1		
	POLICY AND PLANNING COMMITTEE		
DATE	18 September 2017		
PREV REFS	Policy and Planning Committee	1.3.1	20/07/2015
	Council	GB1	26/04/2016
HEADING	Mawson Lakes Development Plan Amendment Part 2		
AUTHOR	Peter Jansen, Strategic Planner, City Development		
CITY PLAN LINKS	1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice. 3.2 Have interesting places where people want to be.		
SUMMARY	<p>The Minister for Planning approved the Mawson Lakes Development Plan Amendment (DPA) in 2016 but split it into two parts. The majority of Mawson Lakes was approved, but the Mary Dan Streets area and portion of the Shoalhaven wetland area was made into Part 2 of the DPA and required further consideration before his approval would be received for that component.</p> <p>The Minister had two requirements. The first was to require a community land revocation process to occur for the Shoalhaven portion that had been identified by Council as suitable for inclusion in the Residential Zone before the rezoning would be considered. The second was that the Mary Dan Streets area had to have an Urban Corridor Zone and underlying Business Policy Area applied in order to receive his final approval.</p> <p>The proposed land use zone policy for the Mary Dan Streets area has been drafted having regard to the existing provisions for Mawson Lakes and is considered acceptable. The proposed policy aligns with the previous Council direction.</p> <p>Investigations are continuing into the options for future development of the southern portion of the Greenfields wetlands and the associated community land revocation process, and this potential development area is the subject of a separate report in the September 2017 Strategic Property Development Subcommittee agenda which should be read in conjunction with this item.</p> <p>In order to progress the DPA it is recommended that the planning policy for the Mary Dan Streets area be endorsed by Council for submission to the Minister, and given the status of the Shoalhaven investigations that a request be made to the Minister for Planning to separate the Community Land revocation of Shoalhaven from the consideration of the Mary Dan Streets policy area of the DPA.</p>		

RECOMMENDATION

1. That the City of Salisbury Mawson Lakes Part 2 Development Plan Amendment, incorporating the amendments included in the documents provided in Attachments 2, 3, 4, 5, 6, and 7 of Item No. 1.3.1 of the Policy and Planning Committee agenda 18/9/17 be endorsed as being a suitable variation to the Council's Development Plan.
2. The Chief Executive Officer sign the Schedule 4B Certificate certifying that the Mawson Lakes Part 2 DPA is suitable for approval, and submit the DPA and supporting documents to the Minister for Planning requesting the Minister's approval pursuant to Section 25 (14) of the Development Act 1993.
3. The General Manager City Development be authorised to make minor administrative amendments and changes as necessary to the Mawson Lakes Part 2 DPA that do not alter the approved policy intent of the DPA, to ensure it is suitable for approval by the Minister.
4. The Minister for Planning be requested to separate the requirement for Community Land Revocation for the Shoalhaven wetland area from the Mawson Lakes Part 2 Development Plan Amendment in order to finalise the DPA and assist in the timely adoption of the new state planning policy framework and the Planning and Design Code.

ATTACHMENTS

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

1. DPA affected area
2. Urban Corridor Zone draft
3. Business Policy Area draft
4. Zone map 47
5. Zone map 53
6. Policy Area map 47
7. Policy Area map 53
8. Shoalhaven wetland proposed for revocation

1. BACKGROUND

- 1.1 The Mawson Lakes Development Plan Amendment (DPA) was endorsed by Council at its 27 July 2015 meeting after undergoing public consultation. The Minister for Planning advised Council on the 29 June 2016 that the Minister had split the DPA into two parts for consideration for approval.

- 1.2 Part 1 covered the majority of Mawson Lakes and contained the bulk of the planning policy, and was approved by the Minister. However, the Minister required amendments to be made in Part 2 of the DPA in order to receive his approval. Part 2 incorporated portion of the Shoalhaven wetland area and the existing industrial area at Mary and Dan Streets that had been identified by Council for inclusion into the proposed Residential Zone.
- 1.3 The Minister required the revocation of the Shoalhaven wetlands area to occur prior to further consideration of the rezoning process, and also recommended the use of a specific Zone for the Mary and Dan Streets area.
- 1.4 The Minister indicated concerns that the proposed zoning and policy of the Mary Dan Streets area to Residential would put unnecessary pressure on the existing businesses to relocate.
- 1.5 The Minister recommended that the Mary and Dan Street area should become an Urban Corridor Zone, with an underlying Business Policy Area. These policies are from the State Planning Policy Library that is used for Development Plan preparation. The Minister considered that this proposed policy would allow for a mix of non-residential and residential uses at higher densities.
- 1.6 The Minister sought Council endorsement of the proposed zones. Council considered a report on the Minister's recommended zones at its Council meeting on 26 April 2016 and resolved:
 1. *That the separation and amendments to the Mawson Lakes Development Plan Amendment recommended by the Minister for Planning be supported and the Minister be advised of Council's support for the recommended changes.*
 2. *Staff be authorised to amend the DPA as required to achieve the Minister for Planning's requirements for amendments to the Mawson Lakes Development Plan Amendment Part 1, and submit the DPA as amended to the Minister for approval.*
 3. *That a further report be provided to Council in relation to the proposed Mawson Lakes DPA Part 2 for consideration of the proposed amendments following consideration of appropriate policy content and further discussions with the Department for Planning Transport and Infrastructure.*

[Resolution 1052/2016]

The Minister subsequently approved Part 1 of the DPA on 29/6/16.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 City Development - Strategic Development Projects
- 2.1.2 City Infrastructure – Property and Buildings
- 2.1.3 City Infrastructure – Civil Design and Traffic

2.2 External

- 2.2.1 DPTI – Strategic and Development Planning Section

3. REPORT

- 3.1 As part of the consideration of the Mawson Lakes DPA that was put forward by Council to the Minister, there was considerable debate about the Mary Dan Street area policy direction and its potential impacts on the existing businesses in the area.
- 3.2 The Minister for Planning had similar concerns to that raised by property owners in the area and sought to further strengthen the recognition of the existing businesses and their retention. In order to receive approval the Minister recommended the application of the Urban Corridor Zone and a Business Policy Area to allow a mixed use development of the area.
- 3.3 Council endorsed the use of the Urban Corridor Zone and its underlying Business Policy Area provisions for the Mary Dan Street area at its April 2016 meeting.
- 3.4 The Urban Corridor Zone is a recent module in the State Planning Policy library and is intended to be a higher residential density, mixed use setting along strategic road corridors. It is intended to create a strong main road presence while enabling a transition of development form to lower densities at adjoining zone. A greater variety and mix of activities is sought, with the highest building form towards the main road and a reduced height towards the boundary of adjoining zones.
- 3.5 The Business Policy Area is one of four that must be used in association with the Urban Corridor Zone. It is an area intended primarily for business, with non-residential at ground floor level of buildings, of a varied building design and character.
- 3.6 The proposed zone and policy area detail is provided in the attachments to this report. The policy has been aligned with the existing development plan provisions for Mawson Lakes regarding building heights, setbacks and character as far as practicable.
- 3.7 Activities that are light industry, service industry, service trade premises, store and warehouse are identified as requiring Council consent to establish or expand in the Business Policy Area and thereby triggers assessment of impacts on the locality.
- 3.8 As considered by Council in the earlier reports on this matter, the continued operation of existing lawful businesses are protected under 'continuing use rights' irrespective of the zoning. However, there will be an impact on the existing businesses' capacity to expand or modify development on their sites as a higher standard of development is sought through the policy.

Shoalhaven

- 3.9 The Shoalhaven site at the southern end of the Greenfields wetlands adjacent to Port Wakefield Road and the rail corridor was identified for potential residential development because it was not contributing to the water quality improvement, was not required for the efficient working of the wetland system and would not have an impact on the biodiversity and habitat for the wildlife using the wetlands.

- 3.10 The community land revocation had been delayed through its incorporation in the Strategic Land Review, and significant projects such as the Dry Creek Saltfields development background investigations, Northern Connector construction and Council stormwater harvesting options for Dry Creek which will have an impact on the stormwater system.
- 3.11 The opportunity also exists to renew approaches to DPTI about a road connection to Salisbury Highway/Port Wakefield Road as part of a design option for the Shoalhaven wetlands development. This would be due to the likely downgrading of the Port Wakefield Road status due to the Northern Connector and would be in line with the community support for improved vehicle access to the Shoalhaven area that was raised during the DPA consultation process.
- 3.12 A separate report on the Shoalhaven Development Projects has been presented to Council's Strategic Property Development Sub-Committee 12 September 2017 meeting.
- 3.13 Detailed investigations into the development options of the site would involve the stormwater, wetland health, viability and feasibility of development, and access arrangements.
- 3.14 DPTI advised staff at a meeting on 25 May 2017 that the proposed timeline for the Planning Reforms rollout by the State has also resulted in a more recent Ministerial direction that existing Development Plan Amendments be finalised as near as practicable by the end of this year in order to simplify the adoption of the new State Planning Policy framework and the Planning and Design Code.
- 3.15 Discussions with DPTI have indicated that the opportunity exists to finalise the DPA for the Mary Dan Street area land use policies and re-visit the Shoalhaven wetlands as a later body of work. In the intervening period the zoning of this section of the Shoalhaven area would remain as Multi Function Polis (Levels) Zone, as a remnant of the historic zoning of the Mawson Lakes development area.

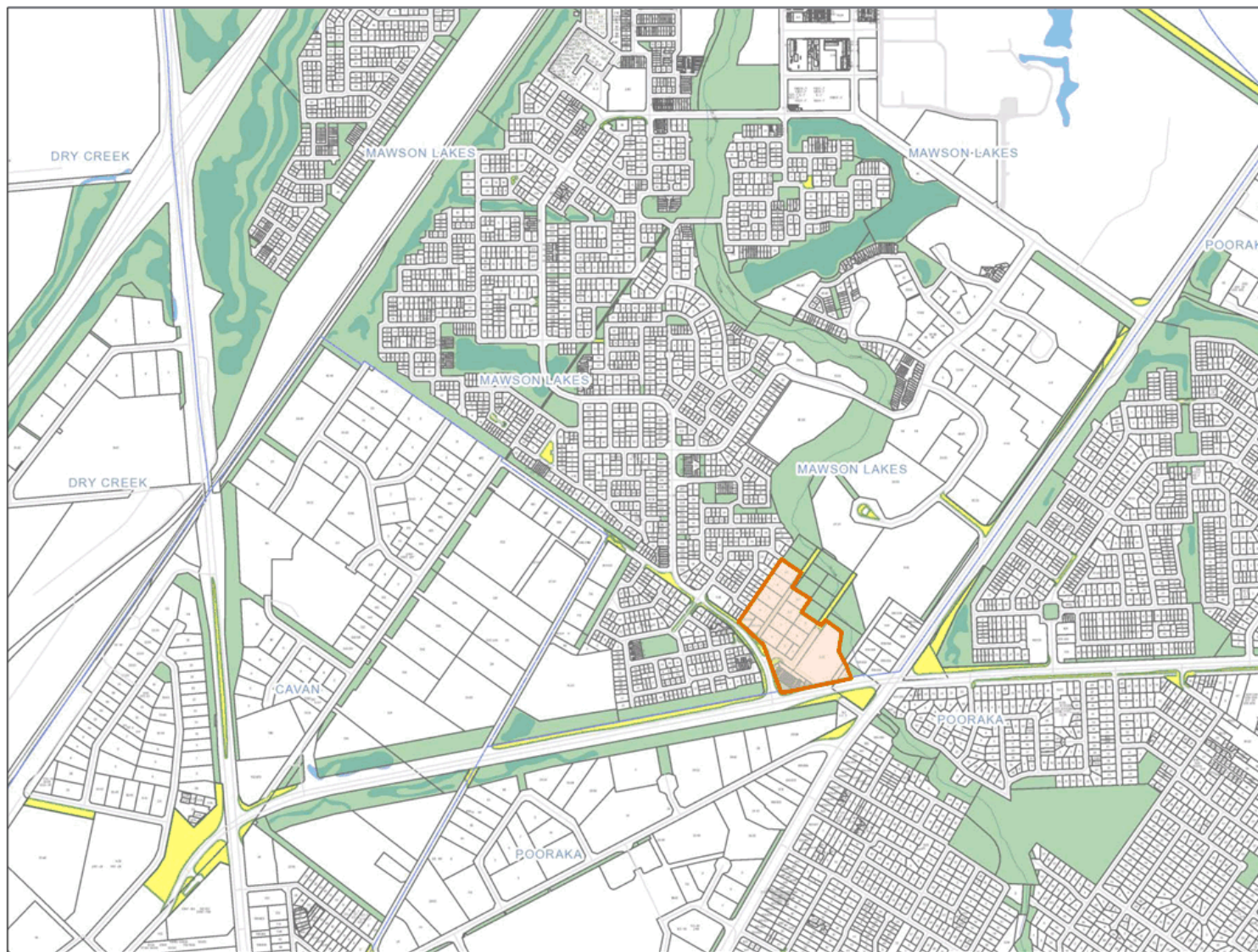
4. CONCLUSION / PROPOSAL

- 4.1 It is considered that the proposed new Urban Corridor Zone and Business Policy Area land use controls are appropriate for the Mary Dan Street area and aligns with the previous Council direction, and should be put to the Minister for Planning for approval.
- 4.2 It is also recommended that the Minister for Planning be requested to separate the Community Land Revocation for the Shoalhaven area from the DPA finalisation for the reasons identified in this report and be advised that a later body of work would be undertaken in accordance with the new State Planning Policy framework to address appropriate future zoning of the southern Shoalhaven area.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.09.17

Mawson Lakes Stage 2 DPA Affected Area



Item 1.3.1 - Attachment 1 - DPA affected area

Urban Corridor Zone

Refer to the [Map Reference Tables](#) for a list of the maps that relate to this zone.

OBJECTIVES

- 1 A mixed use zone accommodating a range of compatible non-residential and medium and high density residential land uses orientated towards a high frequency public transport corridor.
- 2 Integrated, mixed use, medium and high rise buildings with ground floor uses that create active and vibrant streets with residential development above.
- 3 A mix of land uses that enable people to work, shop and access a range of services close to home.
- 4 Adaptable and flexible building designs that can accommodate changes in land use and respond to changing economic and social conditions.
- 5 A built form that provides a transition down in scale and intensity at the zone boundary to maintain the amenity of residential properties located within adjoining zones.
- 6 A safe, comfortable and appealing street environment for pedestrians that is sheltered from weather extremes, is of a pedestrian scale and optimises views or any outlook onto spaces of interest.
- 7 Noise and air quality impacts mitigated through appropriate building design and orientation.
- 8 Development that contributes to the desired character of the zone.
- 9 Development that is compatible with existing and forecast noise nuisance from aircraft operations at Parafield Airport

DESIRED CHARACTER

This zone supports an innovative mix of medium (from around 45 dwellings per hectare net residential site density) and high density (70 dwellings per hectare net residential site density) residential and mixed use development along the Montague Road Primary Road Corridor.

It will be developed with a diversity of housing, including row dwellings, residential flat buildings and multi-storey buildings that incorporate affordable housing opportunities for families, students and other household types in areas with frequent public transport provision.

Residents will have access to a local and neighbourhood scale mix of land uses that are well connected to public transport, and active public spaces that facilitate walking and/or cycling to a range of daily activities.

Buildings will create a linear corridor that frames the main road with active street frontages that establish an interesting pedestrian environment and human scale at ground level. Buildings of 4 or more storeys will be the predominant built form.

A high amenity pedestrian environment will be established that provides integrated linkages to adjacent centres, public transport stops and public spaces. High quality footpaths will be provided (of a durable non-slip surface) that are shaded by street trees that cool the street environment and reduce air pollution. Access for people with disabilities, signage, seating and street lighting will be provided along key walking routes between public transport stops and major activity nodes. Cycle routes will be visible, safe, accessible, well signed and connected with key local destinations (such as shops, schools and local parks).

[Montague Road](#) is a strategic route. Its function as a major transport corridor will be protected with minimal on-street vehicle parking and access points. Access will be provided from secondary road frontages and

**City of Salisbury
Zone Section
Urban Corridor Zone**

rear access ways. Controlled pedestrian crossings points will be focussed and consolidated at key locations. Parking areas will be consolidated, shared, where possible, and screened from the street or public spaces.

Development will be undertaken within defined building envelopes. The location and scale of buildings will achieve high quality urban design outcomes. A coherent public realm that shapes the street space and, in particular, the physical and functional character of the main road, will be established. Buildings at the periphery of the zone will have an appropriate transition that relates to development in adjacent zones of a lower scale and intensity.

Development will have a human scale and contribute positively to the public realm with articulated buildings that incorporate canopies, modelled façades, fenestration and balconies that make use of light and shade. Solid materials will be appropriately balanced with glazed areas. Buildings will have a strong horizontal emphasis with clearly defined and segmented vertical elements.

The greatest height, mass and intensity of development will be focussed at the main road frontage. Key strategic sites will be developed with landmark buildings.

Overlooking, overshadowing and noise impacts will be moderated through good design and noise attenuation techniques. Impacts on adjoining zones will be minimised through appropriate building envelopes, transition of building heights, design and location of windows and balconies, and use of landscaping.

Well-designed landscaping will assist to visually reduce the scale of large building façades, soften edges and provide visual amenity and shade. Plant and service equipment will be enclosed and screened from view from the street and neighbouring sites.

Nominated public spaces will be designed to create a quiet space or retreat for people to use.

Water sensitive urban design for the harvest, treatment, storage and reuse of stormwater will be integrated at the neighbourhood, street, site and building level. Harvested stormwater will improve the aesthetic and functional value of open spaces, including public access ways and greenways.

PRINCIPLES OF DEVELOPMENT CONTROL

Land Use

- 1 The following types of development, or combination thereof, are envisaged in the zone:
 - affordable housing
 - aged persons accommodation
 - community centre
 - consulting room
 - dwelling
 - educational establishment
 - entertainment venue
 - licensed premises
 - office
 - pre-school
 - primary school
 - residential flat building
 - retirement village
 - shop or group of shops
 - supported accommodation
 - tourist accommodation.
- 2 Development listed as non-complying is generally inappropriate.

Form and Character

- 3 Development should be consistent with the desired character for the zone.

- 5 Residential development (other than residential development in mixed use buildings on sites less than 5000 square metres), should achieve a minimum net residential site density in accordance with the following, :

Policy area	Minimum net residential site density
Boulevard Policy Area X	100 dwellings per hectare net
High Street Policy Area X	70 dwellings per hectare net
Transit Living Policy Area X	45 dwellings per hectare net
Business Policy Area X	No minimum

- 4 Vehicle parking should be located to the rear of development or not be visible from public land along the primary road frontage.

Design and Appearance

- 5 Buildings should maintain a pedestrian scale at street level, and , should:
- include a clearly defined podium or street wall with a maximum building height of 2 storeys.
 - have levels above the defined podium or street wall setback a minimum of 2 metres from that wall.
- 6 Buildings on sites with a frontage greater than 10 metres should be well articulated through variations in forms, materials, openings and colours.
- 7 Buildings should be designed to:
- enable suitable sunlight access to public open space
 - overlook or orientate towards public open space and defined pedestrian and cycle routes .
- 8 To maintain sight lines between buildings and the street, and to improve safety through passive surveillance, solid fencing should not be constructed between the front building line and the primary or secondary street.
- 9 Development should minimise the number of access points onto an arterial road, by providing vehicle access:
- from side streets or rear access ways
 - via co-ordinated through-property access rights of way or common rear vehicle parking areas.
- 10 Vehicle access points on side streets and rear access ways should be located and designed to:
- minimise the impacts of headlight glare and noise on nearby residents
 - avoid excessive traffic flows into residential streets.

Building Envelope

Building Height

- 11 Except where airport building height restrictions prevail, or interface height provisions require a lesser height, building heights (excluding any rooftop mechanical plant or equipment) should be consistent with the following parameters:

City of Salisbury
Zone Section
Urban Corridor Zone

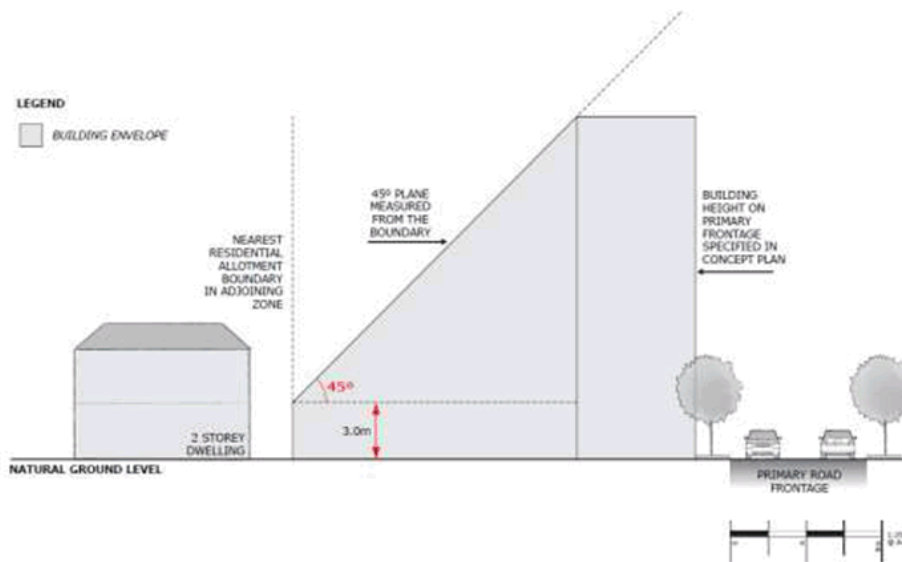
Policy area	Minimum building height	Maximum building height
Boulevard Policy Area X	3 storeys, or 4 storeys for land that is directly adjacent to or facing the Adelaide Park Lands.	10 storeys and up to 40.5 metres
High Street Policy Area X	3 storeys	6 storeys and up to 24.5 metres
Transit Living Policy Area X	2 storeys	6 storeys and up to 24.5 metres
Business Policy Area X	2 storeys	4 storeys and up to 16.5 metres

14

Interface Height Provisions

12 To minimise building massing at the interface with residential development outside of the zone, buildings should be constructed within a building envelope provided by a 45 degree plane, measured from a height of 3 metres above natural ground level at the allotment boundary of a residential allotment within a residential zone (except where this boundary is a southern boundary or the Primary Road Corridor), as illustrated in **Figure 1**:

Figure 1



13

15 To minimise overshadowing of sensitive uses outside of the zone, buildings should ensure that:

- (a) north-facing windows to habitable rooms of existing dwellings in adjacent zones receive at least 3 hours of direct sunlight over a portion of their surface between 9.00 am and 3.00 pm on 21 June
- (b) ground level open space of existing residential buildings in adjacent zones receive direct sunlight for a minimum of 2 hours between 9.00 am and 3.00 pm on 21 June to at least the smaller of the following:
 - (i) half of the existing ground level open space

- (ii) 35 square metres of the existing ground level pen space (with at least one of the area's dimensions measuring 2.5 metres).

Setbacks from Road Frontages

- 14 Buildings (excluding verandas, porticos and the like) should be set back from the primary road frontage in accordance with the following parameters:

Policy area	Minimum setback from the primary road frontage where it is the Primary Road Corridor as shown on the relevant Concept Plan Map(s) XX/XX	Minimum setback from the primary road frontage in all other cases
Boulevard Policy Area X	6 metres from the Primary Road Corridor	3 metres
High Street Policy Area X	No minimum 6 metres where extended outdoor dining / licensed area is proposed forward of the building 50 per cent of the ground floor of the building should be set back 0 metres from the Primary Road Corridor	3 metres
Transit Living Policy Area X	6 metres from the Primary Road Corridor 50 per cent of the building should be set back X metres from the Primary Road Corridor	3 metres
Business Policy Area X	5 metres from the Primary Road Corridor 50 per cent of the ground floor of the building should be set back X metres from the Primary Road Corridor	2metres

- 15 Buildings (excluding verandas, porticos and the like) should be set back from the secondary road frontage or a vehicle access way in accordance with the following parameters:

Policy area	Minimum setback from secondary road	Minimum setback from a rear access way
Boulevard Policy Area X	1 metres	No minimum where the access way is 6.5 metres or more OR

City of Salisbury
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Policy area	Minimum setback from secondary road	Minimum setback from a rear access way
		Where the access way is less than 6.5 metres in width, the distance equal to the additional width required to make the access way 6.5 metres or more, to provide adequate manoeuvrability for vehicles
High Street Policy Area X	1 metres	As above
Transit Living Policy Area X	1 metres	As above
Business Policy Area X	1 metres	As above

Other Setbacks

16 Buildings (excluding verandas, porticos and the like) should be set back in accordance with the following parameters:

Policy area	Minimum setback from rear allotment boundary	Minimum setback from side boundaries (where not on a street boundary)
Boulevard Policy Area X	4 metres where the subject land directly abuts an allotment of a different zone 3 metres in all other cases, except where the development abuts the wall of an existing or simultaneously constructed building on the adjoining land.	For allotments with a frontage width of : (a) 20 metres or less: (i) no minimum (ii) (b) For allotments with a frontage width of 21 metres or more, 1 metres
High Street Policy Area X	As above	No minimum
Transit Living Policy Area X	As above	For allotments with a frontage width of: (a) 20 metres or less: (i) no minimum (b) For allotments with a frontage width of 21 metres or more, 1 metres ()
Business Policy Area X	As above	For allotments with a frontage width of: (a) 20 metres or less:

Policy area	Minimum setback from rear allotment boundary	Minimum setback from side boundaries (where not on a street boundary)
		(i) no minimum
		(ii)
		(b) for allotments with a frontage width of 21 metres or more, 1 metres

Incentives

17 Where a minimum of 3 hours sunlight access on 21 June to habitable rooms and open space of dwellings in adjoining zones can be maintained, the following incentives apply to development:

Form of development	Additional building height above maximum allowed height in the zone	Car parking reduction (rounded to the nearest whole number)
Amalgamation of 2 or more allotments to create a minimum allotment size of 2000 square metres and the provision of side or rear vehicle access	1 storey except within the High Street Policy Area X	10 per cent
Development which includes more than 15 per cent of dwellings as affordable housing	1 storey	30 per cent
Site of development located within 200 metres of a fixed public transport stop		30 per cent
The development includes undercroft and below ground parking with access from a road located to the side or rear of the site	1 storey	10 per cent
A building including non-residential development on the ground floor (or first 2 floors) with residential development on the floors above	1 storey	10 per cent except on land shown on <i>Overlay Map(s) - Strategic Transport Routes</i>
A building including a child care facility	1 storey	
A building including a rooftop garden that occupies a minimum 25	1 storey	

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Form of development	Additional building height above maximum allowed height in the zone	Car parking reduction (rounded to the nearest whole number)
per cent (<i>25 per cent or 50 per cent</i>) of the building footprint area		
Sympathetic redevelopment of a local or State heritage place that retains the item and its appearance to the street		30 per cent
Maximum accumulated allowance	For buildings 5 storeys or less - 1 storey (and less than 4 metres) additional building height For buildings of 6 storeys or more - 2 storeys (and less than 8 metres) additional building height	30 per cent

Land Division

18 Land division in the zone is appropriate provided new allotments are of a size and configuration to ensure the objectives of the zone can be achieved.

PROCEDURAL MATTERS

Complying Development

Complying developments are prescribed in Schedule 4 of the *Development Regulations 2008*.

In addition, the following forms of development are designated as complying subject to the conditions contained in [Table Sal/2 – Off-street Vehicle Parking Requirements](#):

- (a) change in the use of land, from residential to office on the ground or first floor of a building
- (b) change in the use of land, from residential to shop less than 250 square metres on the ground floor of a building.

Non-complying Development

Development (including building work, a change in the use of land or division of an allotment) involving any of the following is non-complying:

Form of development	Exceptions
Industry	Except light industry or service industry where located within the Business Policy Area 27
Fuel depot	
Petrol filling station	

Form of development	Exceptions
Public service depot	
Road transport terminal	
Service trade premises	Except where located within the Business Policy Area 27
Store	Except where located within the Business Policy Area 27
Transport depot	
Warehouse	Except where located within the Business Policy Area 27
Waste reception storage treatment and disposal	

Public Notification

Categories of public notification are prescribed in Schedule 9 of the *Development Regulations 2008*.

In addition, the following forms of development, or any combination of (except where the development is classified as non-complying), are designated:

Category 1	Category 2
Advertisement	All forms of development not listed as Category 1
Aged persons accommodation	Any development listed as Category 1 and located directly adjacent to a different zone that:
All forms of development that are ancillary and in association with residential development	(a) exceeds maximum height in the Concept Plan Map XX/XX
Consulting room	(b) exceeds the Building Envelope and Interface Height Provisions.
Dwelling	
Educational establishment	
Light industry where located within the Business Policy Area 27	
Office	
Pre-school	
Primary school	
Residential flat building	
Retirement village	
Service industry where located within the Business Policy Area 27	
Service trade premises where located within the Business Policy Area 27	
Store where located within the Business Policy Area 27	
Supported accommodation	
Tourist accommodation	
Warehouse where located within the Business Policy Area 27	

Business Policy Area 27

Refer to the [Map Reference Tables](#) for a list of the maps that relate to this policy area.

OBJECTIVES

- 1 A mixed use business policy area that accommodates a range of commercial and light industrial land uses together with compatible medium and high density residential development.
- 2 Development that minimises any adverse impacts upon the amenity of the locality within the zone.
- 3 A high standard of development which promotes distinctive building, landscape and streetscape design, with high visual and environmental amenity.
- 4 Development that contributes to the desired character of the policy area.
- 5 Development that is compatible with existing and forecast noise nuisance from aircraft operations at Parafield Airport

DESIRED CHARACTER This policy area will have a strong employment focus, encouraging the continuation and expansion of retail, office commercial and light industrial uses with supporting medium density residential and shops to support the local workforce's daily needs.

Development will be varied in form to accommodate a mixture of commercial and business land uses, with residential dwellings located above the ground floor.

The policy area is comprised primarily of industrial activities that have been established for some years.

Heritage buildings will be adapted, maintaining their heritage qualities with development encouraged to the rear and behind the front façades. Buildings adjacent to heritage buildings will be sympathetic to the heritage nature in their design.

Solid masonry front fencing will be a maximum of 1.2 metres and used to define private and public space.

Parking will be predominantly at the rear of buildings and vehicle access will be from the rear or side rather than the main road, where possible. Some parking at the front of the building on the site is anticipated for short term use. The creation of laneways and shared vehicle access is encouraged.

The Dry Creek Linear Park provides opportunities to develop housing along its length. It is a significant public recreational asset and provides a pedestrian and bicycle link through Mawson Lakes.

The footpath will be sheltered with awnings, verandas and similar structures, and street tree planting will provide shade and shelter and soften hard building edges.

Development within this policy area will include Water Sensitive Urban Design systems that maximise the harvest, treatment, storage and re-use of stormwater and will be integrated throughout the area at the neighbourhood, street, site and building level. Harvested stormwater will be used to improve the aesthetic and functional value of open spaces throughout the policy area, including public access ways and greenways. Properties within this policy area will be connected to the purple pipe water recycling system to maximise the capture and re-use of stormwater..

Development will be required to demonstrate that appropriate site contamination assessment has been undertaken and that, where necessary, the site has been remediated to ensure that it is suitable and safe for the proposed use. A long time unused cemetery site exists in an unknown location within the policy area and site investigations may also result in remediation works.

Council Name
Zone Section
Zone Title
Policy Area Title

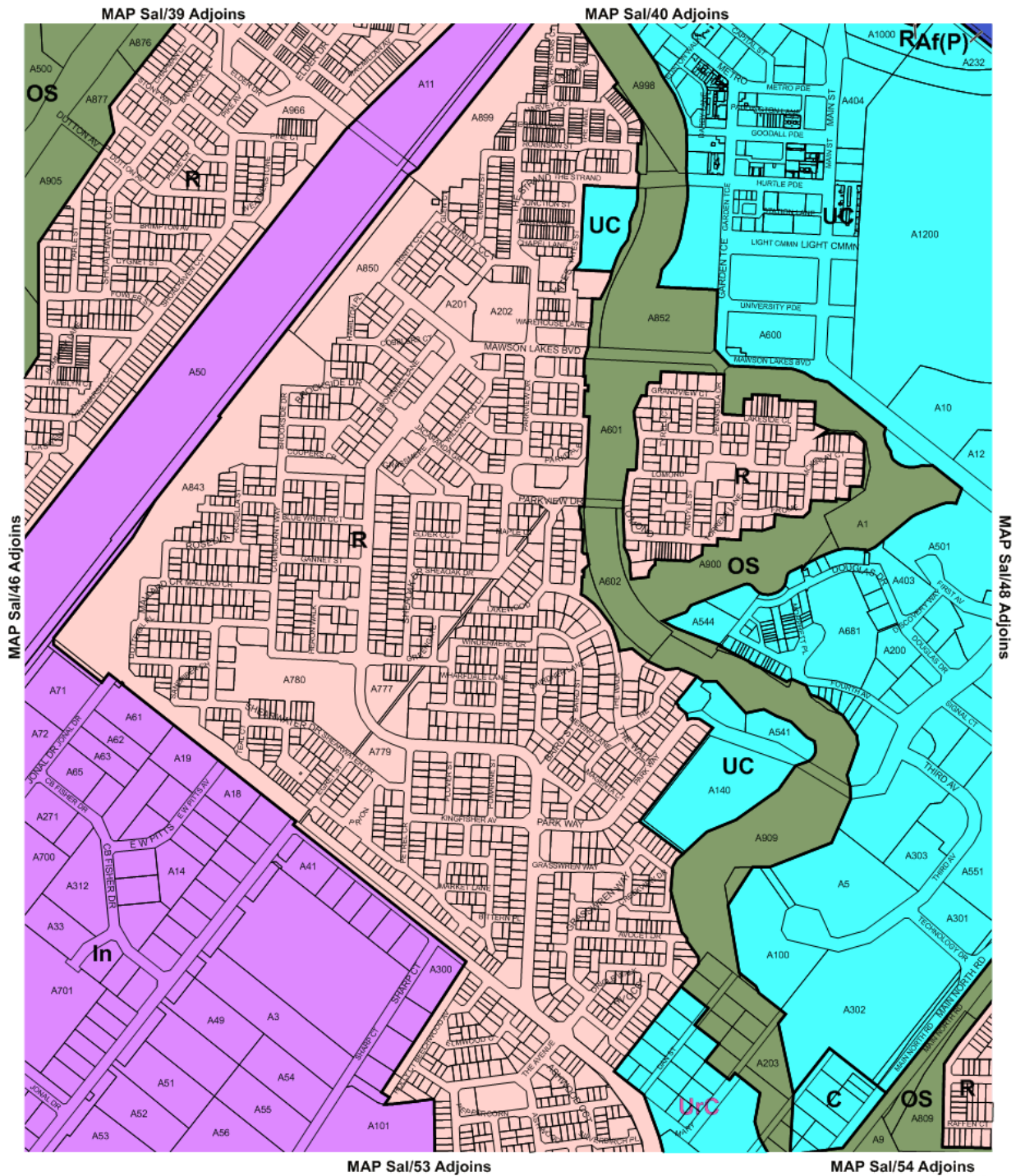
PRINCIPLES OF DEVELOPMENT CONTROL

Land Use

- 1 The following types of development, or combination thereof, are envisaged in the Business Policy Area and are additional to those identified in the zone:
 -
 - light industry
 -
 - service industry
 - service trade premises
 - store
 - warehouse.
- 2 Land uses on the ground floor of buildings should be non-residential.
- 3 Shops or groups of shops should have a gross leasable area of less than 500 square metres.
- 4 Light industry should comprise high technology and/or research and development related uses.

Form and Character

- 5 Development should be consistent with the desired character for the policy area.
- 6 Vehicle parking should be predominantly located at the rear or underneath buildings with limited short-term parking located to the front.
- 7 The ground floor of buildings should be built to dimensions including a minimum floor to ceiling height of 4.5 metres to allow for adaptation to a range of land uses including retail, office and residential without the need for significant change to the building.
- 8 A minimum of 50 per cent of the ground floor primary frontage of buildings should be visually permeable, transparent or clear glazed to promote active street frontages and maximise passive surveillance.



Lamberts Conformal Conic Projection, GDA94

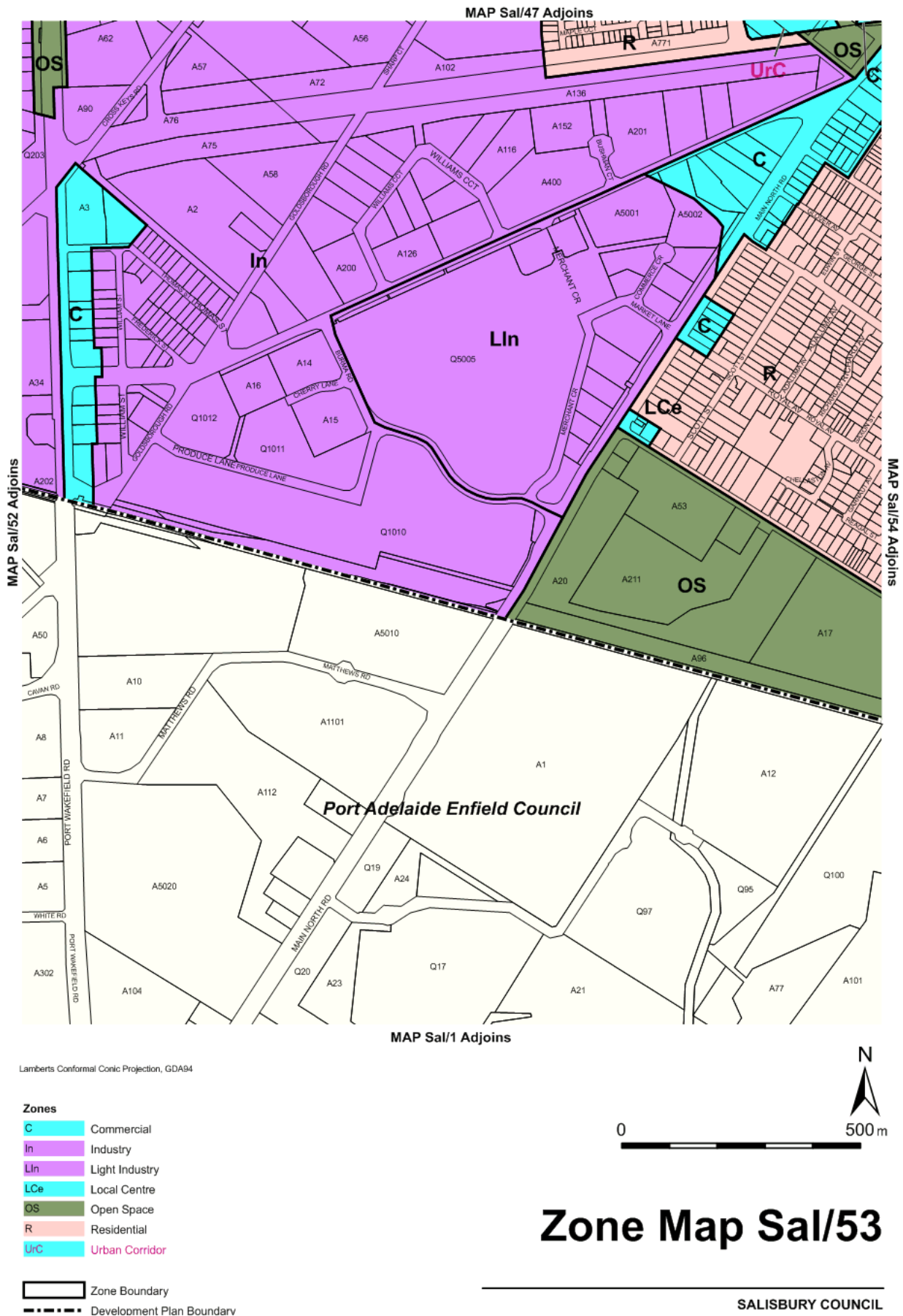


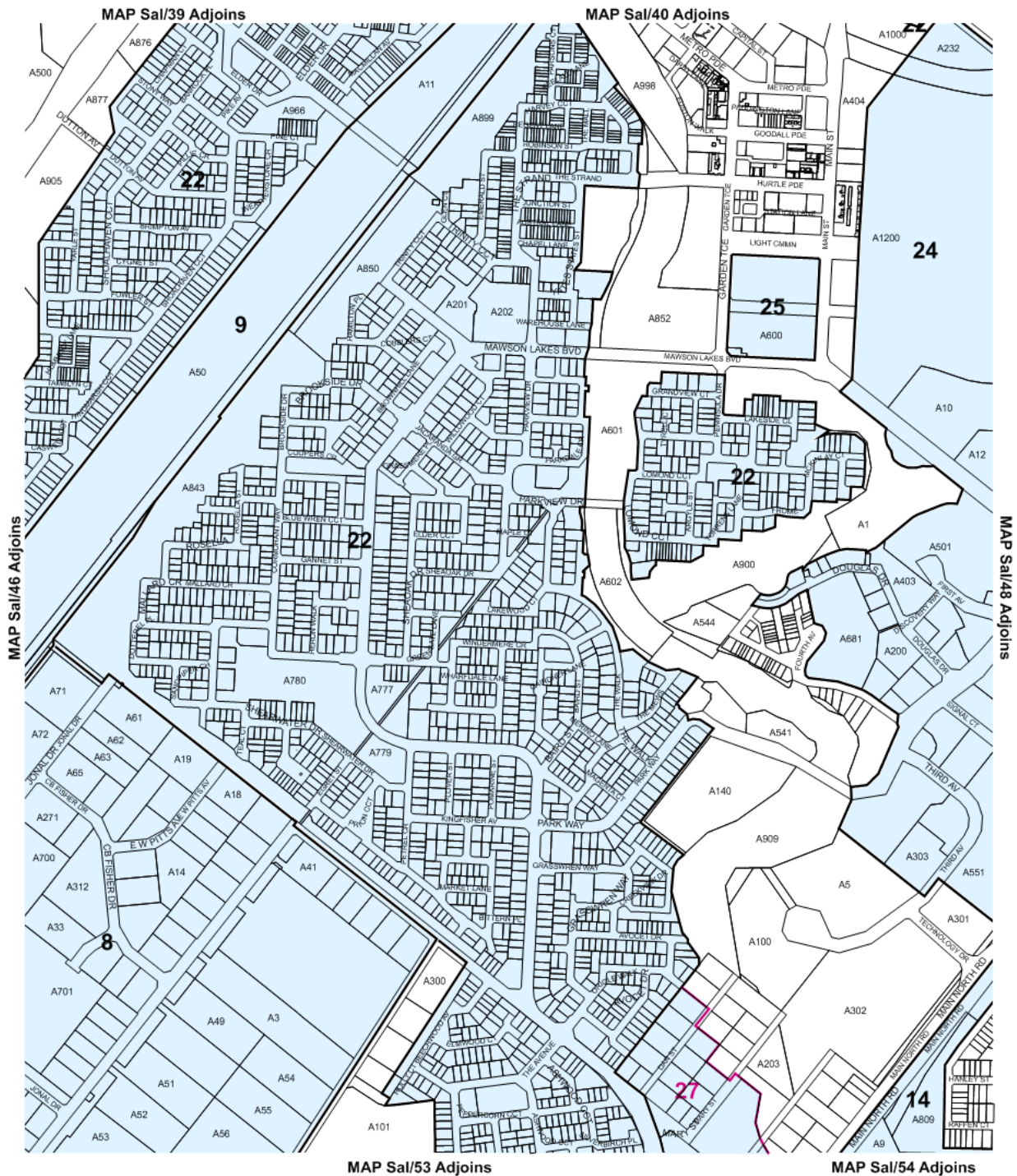
- Zones**
- Airfield (Parafield)
 - Commercial
 - Industry
 - Open Space
 - Residential
 - Urban Core
 - Urban Corridor
 - Zone Boundary

Zone Map Sal/47

SALISBURY COUNCIL

Item 1.3.1 - Attachment 4 - Zone map 47





Lamberts Conformal Conic Projection, GDA94

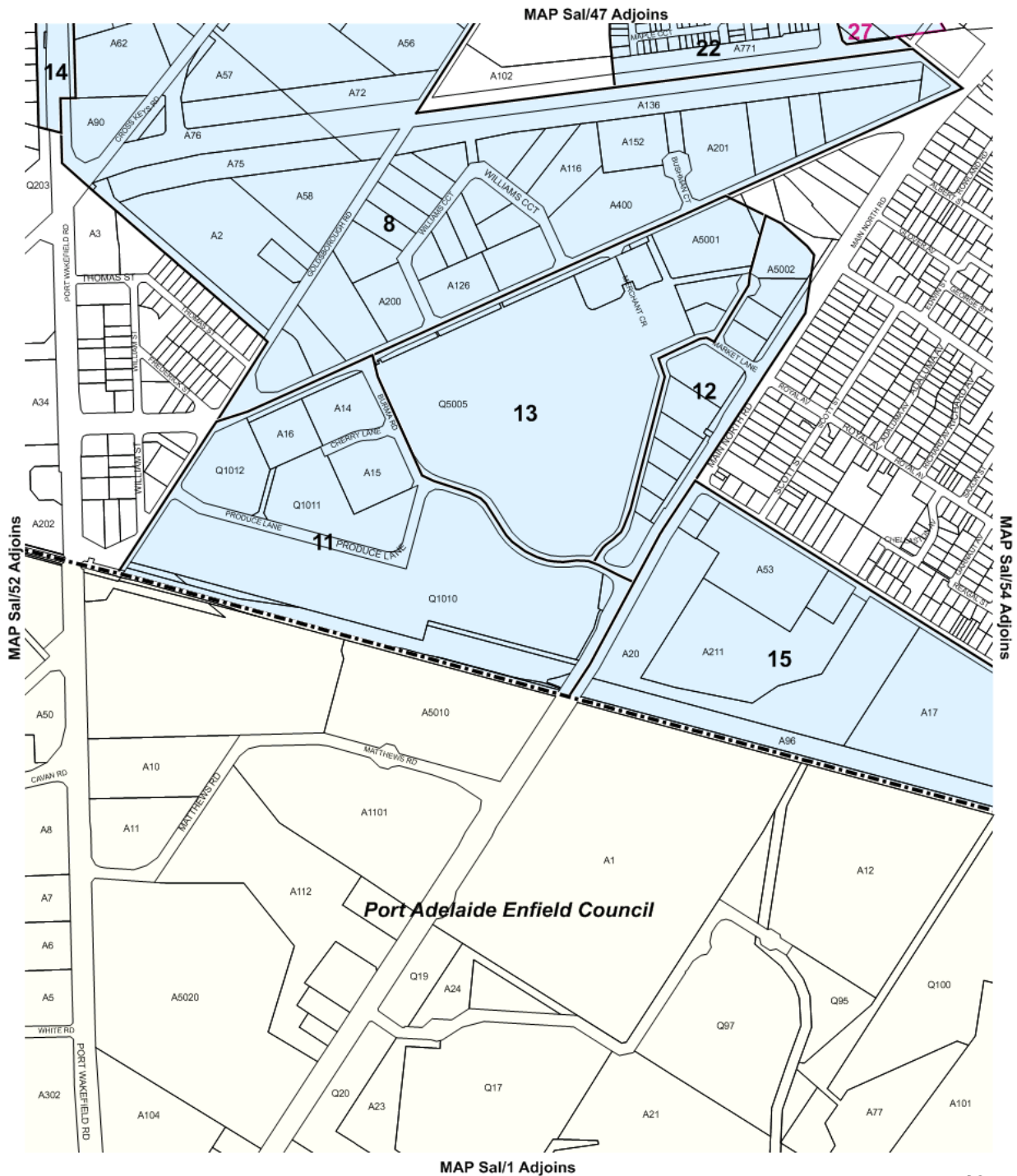
- Policy Area**
- 8 Greater Levels
 - 9 Infrastructure
 - 14 Landscape Buffer
 - 22 Mawson Lakes
 - 24 Mawson Innovation
 - 25 Main Shopping
 - 27 Business



Policy Area Map Sal/47

Policy Area Boundary

SALISBURY COUNCIL



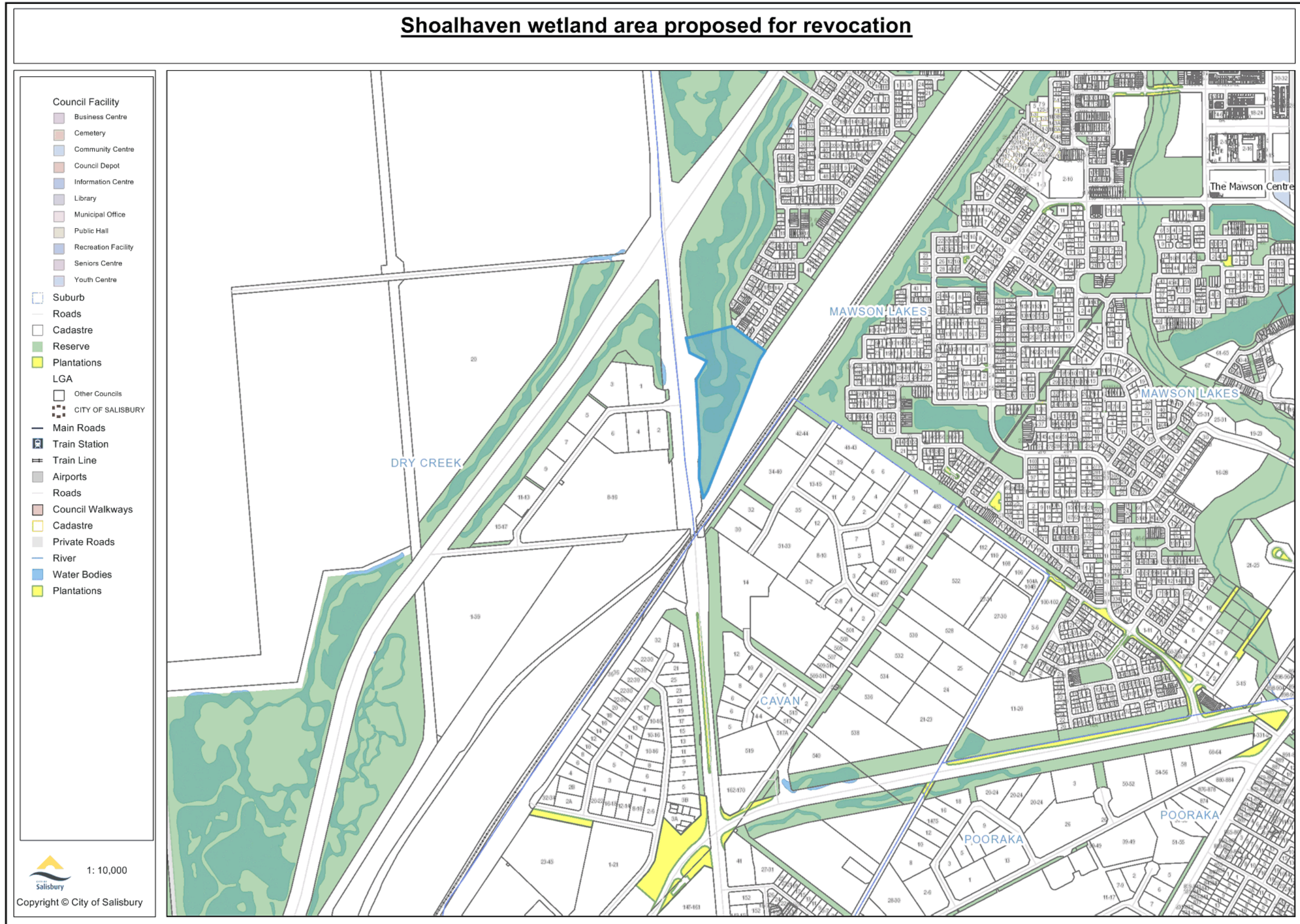
Lamberts Conformal Conic Projection, GDA94

- Policy Area**
- 8 Greater Levels
 - 11 Pooraka
 - 12 Pooraka Market Eastern
 - 13 Pooraka Market Warehousing
 - 14 Landscape Buffer
 - 15 Recreation
 - 22 Mawson Lakes
 - 27 Business

- Policy Area Boundary
- Development Plan Boundary

Policy Area Map Sal/53

SALISBURY COUNCIL



ITEM	1.3.2
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Parafield Airport Master Plan 2017
AUTHOR	Peter Jansen, Strategic Planner, City Development
CITY PLAN LINKS	1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities. 1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.
SUMMARY	<p>Parafield Airport's 2017 Master Plan provides the strategic framework for aeronautical and commercial development over the next twenty years. The airport is a significant economic contributor to the region with 1,084 on site jobs with an expectation to increase this to 2,335 by 2037.</p> <p>The Master Plan is considered to be an evolution of the previous version with updated data and modelling of the economic and aircraft movements. The main differences to the 2012 Master Plan include less forecast flight movements (fixed wing and helicopter), minor changes to internal precinct boundaries, a slight change in the position of the runway and new ANEF contour maps. The revised contour maps, informed by more accurate monitoring, show a significant difference in the noise affected areas for the forecast period compared to the 2012 Master Plan.</p> <p>Council's submission notes a number of the 2017 Master Plan elements and recommends the review of support mapping for accuracy, requests PAL continue to provide updated mapping and improved public accessibility to the information, and advise DPTI of the new forecasts for inclusion in the upcoming Planning and Design Code.</p> <p>The submission is attached to this report for endorsement. The consultation period for the Master Plan closes on the 18th October 2017.</p>
RECOMMENDATION	<ol style="list-style-type: none"> The submission on the 2017 Parafield Airport Master Plan set out in Attachment 10 to this report (Item No. 1.3.2, Policy and Planning Committee, 18/09/2017) be endorsed and forwarded to Parafield Airport Ltd.

ATTACHMENTS

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

1. Summary Comparison of 2017 and 2012 Parafield Airport Master Plans
2. 2017 Master Plan Airport Precincts
3. 2017 Master Plan ANEI comparison map of 2012 and 2016
4. 2017 Master Plan Air Services ANEF for 2037 Forecast section
5. 2012 Master Plan Air Services ANEF for 2031 Forecast section
6. 2017 Master Plan PAL comparison 2031 and 2037 ANEF Forecasts section
7. 2017 Master Plan N70 Map based on 2037 Forecast
8. ANEF and N70 Information Paper
9. City of Salisbury 2012 Submission
10. City of Salisbury proposed 2017 Submission

1. BACKGROUND

- 1.1 Parafield Airport is a Commonwealth owned, privately leased, airport, and is required through the Airports Act 1996 to produce and consult with the community on a Master Plan. The Master Plan is the primary airport planning document for the next five years, with a 20 year strategic outlook for aeronautical and commercial development. The Lease expires in 2048 with an option to extend it until 2097.
- 1.2 The first Master Plan for the Airport was prepared in 1996 by the Federal Airports Corporation. Parafield Airport Ltd. (PAL) has prepared Master Plans in 2004, 2009 and 2012.
- 1.3 Council has previously responded in the consultation period for each Master Plan. The changes suggested by Council that were subsequently adopted include a voluntary curfew over the flight school training hours, and the potential internal road linkage between the Enterprise and Airport Business Precincts.

2. CITY PLAN CRITICAL ACTION

- 2.1 Not applicable

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Elected Members – Informal Strategy 4th September 2017. Copy of Master Plan and information made available in the Members Room.
 - 3.1.2 City Development
 - 3.1.3 City Infrastructure

3.2 External

- 3.2.1 Parafield Airport Ltd (PAL)
- 3.2.2 Parafield Airport Consultative Committee
- 3.2.3 Adelaide Airport Planning Co-ordination Forum

4. REPORT

Policy and Regulatory Framework

Federal

- 4.1 Aviation is a Federal Government controlled sector of the economy and the regulation of airports is under the *Airports Act 1996*. Australia is a signatory to the Convention on International Civil Aviation and therefore applies the international standards and recommended practices within Australia.
- 4.2 The Airport is not under the jurisdiction of the State or Local Governments but there are triggers for consultation on land use proposals which relate to the development value or significant variation to approved Master Plans. Council does not undertake building or planning assessments of proposals on the airport but does provide advice on proposals that have been presented to Council for comments. The Department of Infrastructure and Regional Development appoints an Airport Building Controller to consider proposals, and PAL must ensure proposals are consistent with the approved Master Plan. The Department also appoints an Airport Environment Officer to ensure the airport and occupiers comply with the required legislation controls.
- 4.3 The Federal Government initiated a National Airports Safeguarding Framework (NASAF) in 2009 to provide a coordinated regulatory environment for land use planning and development controls on and off airports. Commonwealth, State and Territory Ministers agreed to the Framework in 2012.
- 4.4 Airplane noise complaints are directed to Airservices Australia. There is a Federal Aircraft Noise Ombudsman. An Australian Standard (AS 2021-2015) Acoustics-Aircraft Noise Intrusion – Building Siting and Construction, is used in assessing building site acceptability and construction techniques.

State

- 4.5 The State Government has been implementing the agreed NASAF guidelines into planning strategies and the Development Plans since 2012.
- 4.6 The *2017 Update to the 30 Year Plan for Greater Adelaide* contains policies that ensure new housing in locations adjacent airports and under flight paths mitigate the impact of noise emissions, protect major economic infrastructure such as airports from encroachment by incompatible development, and recognises Parafield Airport as a Business and Industry Cluster.
- 4.7 The *Integrated Transport and Land Use Plan 2015* identifies Parafield Airport's role in supporting industry and employment in the region, with relevant priorities being the implementation of the NASAF, and the facilitation of road projects for Parafield Airport's industrial and commercial development.

- 4.8 These policies are incorporated through the Development Plan Amendment process as various DPAs are prepared and approved by the Minister for Planning.
- 4.9 The Planning Reforms includes a new Planning and Design Code which will replace the Development Plan, along with various other practice guidelines and technical documents. It is unknown at the moment what the guidance details will be regarding airport matters for Councils, but it is anticipated there will be a standardised approach to policy across the State on these matters likely to reflect the NASAF.

Council

- 4.10 The City Plan 2030 supports the transformation and creation of new job opportunities in a balanced approach with sustainability and community wellbeing. Council supported the Food Park (now proposed to be located at Edinburgh Parks) and the Salisbury Water opportunities at the Airport.
- 4.11 The City of Salisbury Development Plan has been amended at various times to acknowledge operational requirements of the airports at Edinburgh and Parafield. The land around Parafield Airport has requirements for building heights and hazards, and there are controls on other matters such as lighting and glare that impact on airport operations.

The 2017 Master Plan

- 4.12 The main components of the Preliminary Draft Master Plan 2017 relevant to the City of Salisbury are the Environment Strategy, Airport Land Use Planning, and Aeronautical matters.

Environment Strategy

- 4.13 The *Airports Act 1996* requires the Master Plan to have an Environment Strategy which sets out the impacts and responses to airport on site operations. The Strategy identifies the various components and includes a monitoring and compliance program. The Environment Framework is in Figure 10.1 of the Airport Master Plan (page 129).
- 4.14 The Environment Strategy identifies the risk and management of potential Per – and Poly-fluoro Alkyl substances in the soil and groundwater through the historical use of firefighting foams. The Council water schemes on the Airport have tested clear of the chemicals.
- 4.15 The environmental strategies build upon the previous Airport Master Plans' work and are considered acceptable.

Airport Land Use Planning

- 4.16 The on-airport jobs attributed to non-aeronautical activities is 649 in 2017, while jobs related to aeronautical is reported as 451. The 2037 Forecast has re-classified the jobs on a precinct basis rather than as aeronautical or non-aeronautical. The forecast total is 2,932 jobs by 2037, with the Airport Business precinct (primarily aeronautical) modelled to contribute 900 of that amount.

- 4.17 The economic modelling undertaken for the 2017 Master Plan is consistent with the methodology of the 2012 version. It shows that the Parafield Airport currently contributes \$162.5 million to the Northern Adelaide Region, and \$262.8 million to the State. The forecast is for a contribution to the State of \$791 million in 2036.
- 4.18 For the purposes of land use planning the airport is divided into five precincts – Runways, Airport Business, Commercial, Enterprise and Bennett.
- 4.19 Each Precinct has its own Objectives, Character, Principles of Development Control and envisioned and non-complying development. These have been drafted to be similar to the Council Development Plan structure and are consistent with previous Master Plans. There have been some additional uses for the various precincts that have been included in the ‘Envisioned’ category. These uses are Remote Pilot Aircraft Services, Renewable Energy Generation Facility and Kennel Management Facility. A Petrol Filling Station has been identified in the Airport Business Precinct. These uses are considered acceptable.
- 4.20 The Enterprise Precinct has an altered Structure Plan relating to the internal road network and now has two access points onto Elder Smith Road and removes the emergency vehicle link to St Kitts Place.
- 4.21 A new internal road link between the Enterprise and Airport Business Precinct is identified for potential construction within the life of the Master Plan. This link is in accordance with previous Council submissions.
- 4.22 The Future Aviation Zone (Helicopter area) as shown in Figure 6.1 of the Airport Master Plan (page 59) is in the same location but a different configuration to the 2012 Master Plan. It is intended for the same purpose as a dedicated base for helicopter services, maintenance and training. It is noted that the projection for helicopter movements has significantly declined.
- 4.23 A freight rail spur line connection is shown to service the Airport Business and Enterprise Precincts. Refer to Figure 7.2 (page 66) and Figure 7.9 (page 86) of the Airport Master Plan. This was shown in the 2012 Airport Master Plan.
- 4.24 The main runway (03L/21R) and taxiways are proposed to be extended to accommodate future demand for ‘Code 3’ aircraft. This is a category and size of airplane that is dependent upon the runway length, width and weight bearing capacities. This was identified in the 2012 Airport Master Plan, but there does appear to be a slight shift in position in the 2017 version. The runway extension proposals have already been accommodated in the planning policies for Mawson Lakes and the Kings Road site opposite the airport.

Aeronautical Matters

- 4.25 The forecast for aircraft movements has declined from 391,000 in 2032 (2012 Master Plan) to 339,300 in 2037. This compares to the current 213,990 aircraft movements in 2016. Runway capacity remains the same.

- 4.26 The Master Plan acknowledges the impact that aviation activities, particularly noise generated by those activities, can have on the local community. The noise impacts on the community are evidenced by:
- 4.26.1 Sixty two individual complaints for the year 2016 compiled by Airservices Australia - nine from Mawson Lakes, and seven each from Para Hills, Salisbury Downs and Salisbury East. Quarterly complaint data is available on the Airservices website.
 - 4.26.2 Various complaints to Council and media from time to time.
- 4.27 A significant change in the report is the mapping of noise contours. The Airport is required to produce airplane noise maps in the Master Plans. To produce these maps it is necessary to identify existing air traffic movements, model future movements, runway capacity, the fleet mix anticipated to operate within the Master Plan period, runway utilisation, and flight paths in order to input into a computer model.
- 4.28 The runway usage data has been updated through an Airservices Australia monitoring program and its greater accuracy is considered to have had a significant effect on the modelling outcomes. The results of the modelling are translated into three maps in the Master Plan.
- 4.28.1 ANEI (Australian Noise Exposure Index). This is a plot of the actual aircraft movement of the 12 month period.
 - 4.28.2 ANEF (Australian Noise Exposure Forecast). This is a plot of the estimated noise exposure over the future period. (refer to Attachment 8 to this report for more information on the ANEF)
 - 4.28.3 ANEC (Australian Noise Exposure Concept). These are plots of scenarios that airports may wish to model. PAL has produced this ANEC based on the long term theoretical capacity of the airport.
- 4.29 The existing air traffic movement's noise exposure is shown in the ANEI map in Attachment 3 and is compared to 2012.
- 4.30 The future modelled air traffic movement noise exposure is shown in Attachment 4 in this report. Airservices Australia produces the certified ANEF map.
- 4.31 The 2017 Master Plan ANEF map for 2037 shows:
- 4.31.1 a significant expansion of noise contours to the northeast (over Brahma Lodge and Salisbury)
 - 4.31.2 a significant expansion of noise contours to the southwest (Mawson Lakes),
 - 4.31.3 a contraction to the northwest (Parafield Gardens and Salisbury Downs).
 - 4.31.4 The 20 ANEF contour now extends out into the residential areas further from the airport, reaching into Salisbury and looping back to Hollywood Plaza, and also covers more of Mawson Lakes and a small portion of Pooraka along Main North Road and Montague Farm.
 - 4.31.5 The 25 ANEF contour reaches for the first time into the residential areas of the middle of Brahma Lodge adjacent Cross Keys Road, and Mawson Lakes retail centre, and Technology Park.

- 4.31.6 The 30 ANEF contour reaches for the first time into the residential area of Brahma Lodge to affect some properties in the area around Cockburn Green and Mortess Street, and into the University of South Australia sports grounds.
- 4.31.7 The Salisbury South industrial area is affected by the 25, 30 and 35 contours to differing degrees.
- 4.32 PAL identifies that it is necessary to work with the City of Salisbury to ensure that noise sensitive development does not occur in areas shown as 35 ANEF and ANEC contours, which applies to the land opposite the airport on Kings Road that is that zoned commercial. This is the first Master Plan modelling that has shown this level of noise contour reach beyond the airport boundary.
- 4.33 The Master Plan does not identify specific actions for those properties in the 25-35 ANEF contour area other than ensuring that it works with Council to ensure future developments recognise the ANEF and the ANEC and are constructed to meet AS 2021- 2015
- 4.34 The Australian Standard 2021 is used for building treatments and land use planning in the vicinity of airports to provide guidance on the siting and construction of new buildings against aircraft noise intrusion and on the acoustic adequacy of existing buildings. Table 2.1 in AS2021- 2015 is often used to summarise the suitability of buildings and can be seen in Attachment 8 to this report, or Table 5.1 in the 2017 Master Plan, page 50.
- 4.35 The Standard indicates that Residential development is
- 4.35.1 Acceptable in areas less than 20 ANEF
 - 4.35.2 Conditional in areas between 20 and 25 ANEF and will require design and construction techniques to mitigate noise impacts
 - 4.35.3 Unacceptable in areas above 25 ANEF
- 4.36 Consideration of the impacts of the airplane noise on other developments in the past has included consideration of acoustic assessments. That acoustic study referenced AS 2021-1985 and found that residential development standard construction techniques would result in internal noise levels meeting the Australian Standard.
- 4.37 NASAF Guideline for Measures for Managing Impacts of Aircraft Noise now indicates that for greenfields developments no new housing should be located in areas above 20 ANEF, but infill development of existing areas in areas above 20 ANEF may be considered provided that management of the design and construction is as per AS 2021.
- 4.38 The implication is that a much greater area of existing residential zoned land may require potential assessment under AS 2021 of the noise impacts to align with the new guidelines. This may also affect industrial buildings and activities which are also captured in AS 2021.
- 4.39 The state Planning Reforms have not included details as yet of the new Planning and Design Code which will replace Development Plans. It is unknown what planning policy will be applied in this situation. It is anticipated that the government policy direction will be to require homeowners and developers to design and construct to the necessary standards.

- 4.40 There is no Federal noise insulation program for airports. The Sydney and Adelaide airports programs have been closed for a number of years.
- 4.41 Parafield Airport has developed airport noise mitigation programs through its Consultative Committee. PAL has a *Fly Friendly Program* and has put in place a voluntary restriction on circuit training times and days.
- 4.41.1 Circuit training times are restricted to Monday to Friday between 7am and 11pm, Saturdays between 7am and 9pm, and Sundays between 8am and 9pm. Also included in the restrictions is New Year's Day and over the RSL during Remembrance Day observations. These times are similar to the curfew that Council sought in 2009.
- 4.41.2 It should be noted that the curfew only applies to circuit training of the flight schools.
- 4.42 PAL has produced maps in this Master Plan to assist in further clarifying the certified ANEF map. Refer to Attachments 3 and 6 to this report.
- 4.43 It is considered that the translation of the ANEF contours from the certified ANEF map produced by Airservices Australia to the aerial map shown in the 2017 Master Plan in Figure C21 are plotted incorrectly. The area over Mawson Lakes covered more than the certified map and the area over Brahma Lodge and Salisbury less than the certified map. This error may also apply to the other maps produced in the 2017 Master Plan, and PAL should be advised to undertake review and correction as necessary.
- 4.44 The Federal Government has been investigating different ways to describe and show the aircraft noise to simplify the ANEF mapping. One of the methods is the 'Number Above Index' which models the number of airplane movements above a certain noise level.
- 4.45 In this case, PAL has prepared the N70 map as shown in attachment 7 to this report. It is intended to show to the public the number of aircraft movements with noise levels greater than 70dB(A) over the flight paths. This does not replace the ANEF modelling in planning policy.
- 4.46 The N70 mapping has been chosen by the Government because dwellings with standard construction techniques will reduce the level of internal noise to around the 60dB(A) level as per AS2021.

Aircraft Noise Mitigation

- 4.47 The situation between new airports and existing airports impacts on surrounding areas is very different. In the case of Parafield Airport, there have been many changes over time to airport operations, surrounding residential development and to the regulatory framework.
- 4.48 The Federal and State policy direction has been to use the land use policy to control the amount of impacts on surrounding areas and to protect airport operations.
- 4.49 Council has no direct ability to impact on air traffic operations to seek mitigation. It is only possible through long term planning policy which is controlled by the State Minister for Planning.

- 4.50 It should be noted that the City of Salisbury has within its area two significant airports – the Parafield General Aviation airport, and the Department of Defence Royal Australian Air Force Base at Edinburgh.
- 4.51 Any policy response on airport matters sought by Council must have regard to both airports and their vastly different operations.
- 4.52 Current mitigation that the airport undertakes are:
 - 4.52.1 Fly Friendly Program
 - 4.52.2 Voluntary curfew on circuit training
 - 4.52.3 Engine Ground run policy for testing of aircraft engines
 - 4.52.4 Ongoing involvement through the National Airports Safeguarding Advisory Group and liaison with State and Federal agencies.
 - 4.52.5 Preparation of updated ANEF and alternative mapping through improved data collection to assist in public awareness of the noise around the airport.
- 4.53 Council mitigation includes ongoing land use planning policy consideration and the identification of an advisory notice on all property sale certificates of the airport operations and potential for impact.

5. CONCLUSION / PROPOSAL

- 5.1 The land use elements of the 2017 Master Plan essentially reflect the previous Master Plan and are considered to be acceptable.
- 5.2 The 2017 Master Plan provides details of the significant economic value generated by the activities at Parafield Airport, and of the current air traffic movements and for the period over the forecast until 2037. Airservices Australia has undertaken a review of runway usage and it has resulted in more accurate mapping used to identify the areas affected by the airplane noise.
- 5.3 There is a significant change in the affected areas as modelled for the year 2037 in this Master Plan and a larger amount of properties are shown to be in noise affected areas. Federal Government policy directions on airport surrounds are ensuring that land use planning policy will have regard to airplane noise levels on new developments. It is anticipated that the new State Government Planning and Design Code will incorporate provisions recognising acoustic standards for areas around airports.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.09.17

Parafield Airport Master Plan comparison

	2017 version	2037 forecast	2012 version	2032	Comment
Economic Modelling					
Businesses on site	Commercial 34 Aviation 39 Total : 73	-	Commercial 43 Aviation 41 Total : 84	-	
Jobs estimate On site	Aero 451 Non aero 649 Total 1100	Airport business 900 Commercial 950 Enterprise 1082 Total 2932	Aero 220 non aero 787 total: 1007	Aero 673 Non aero 2407 Total: 3080	change of classification from type of business to precinct based in 2017 version projection
Jobs induced estimate Offsite/ related	1084	2335	907	2241	2032 forecast figure taken from 2017 Masterplan forecasts
Economic modelling methodology	Consistent with 2012 version methodology. Survey of entities at airport, and estimates of direct and off site employment. State and Northern region employment and Gross State Product data used. Correlations with aircraft movements.				
Air Traffic Movements					
Runway capacity	450,000	450,000	450,000	450,000	
Aircraft movements	213,990	339,300	200,272	391,000	2017 figure is calendar year. 2037 figure is base case
Helicopter	14,000	11,200	9000	43,000	
Training	Not stated	Not stated	94% of movements	Not stated	
Aircraft noise metrics					
ANEF contours	As mapped Significant difference in contours between 2012 and 2017 versions.	As mapped	As mapped	As mapped	Produced in accordance with Government standards for modelling that must be used for land use planning. Discrepancies in ANEF contour extents as shown in Airservices Australia 2037 ANEF map Figure C19 and comparison map Figure C21.

Parafield Airport Master Plan comparison

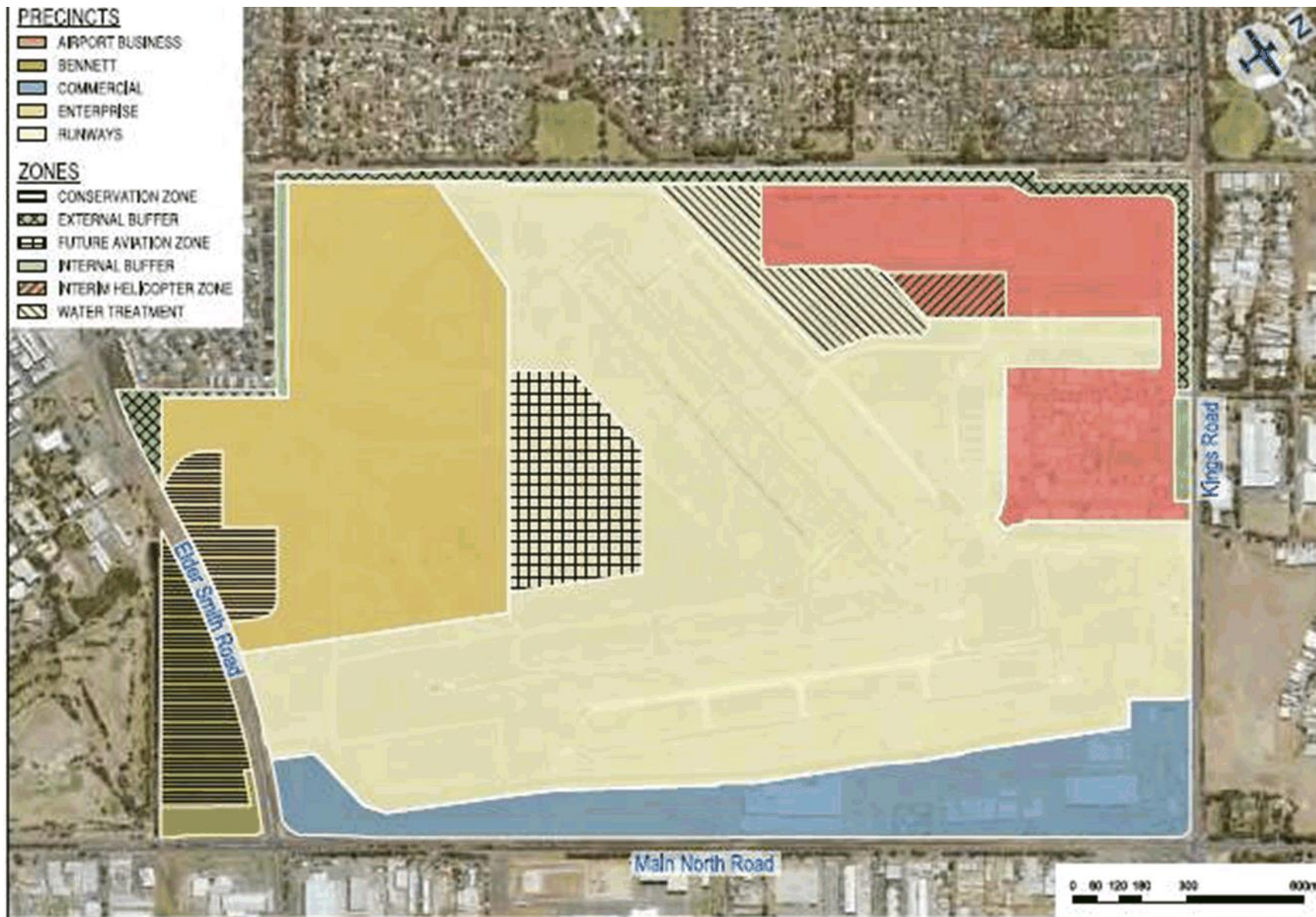
N70 contours	As mapped	-	-	-	Alternative modelling map for information purposes. Shows number of noise events greater than 70dB on an average day.
Aviation Infrastructure					
Runways	Main runway 03L/21R and taxiway extension proposed to allow for Code 3C aircraft.	-	Similar extensions.	-	Same extension potential in 2017 plan as in 2012 version. 100m (approx.) Shift in physical footprint towards Kings Rd. Code 3C – criteria of plane types that can use an airport dependent upon runway length and plane wingspan criteria (<i>ICAO aerodrome reference</i>)
Helicopter location	Future Helicopter area shown in centre of site	-	Future helicopter area shown in centre of site	-	Change in configuration
Airport Land Use					
Precincts	5 Precincts	-	7 Precincts	-	Merge and name change of precincts. No effective difference
Runways	Same controls and intended uses with addition of remote pilot aircraft services, Renewable energy generation facility.	-	As described in 2012 document	-	No impact
Airport Business	Merge of Central and Kings Precincts. Same controls and intended uses with addition of Petrol Filling Station, Renewable energy generation Facility.	-	As described in the Central and Kings precincts of 2012 document	-	No impact
Commercial	Merge of Commercial and Levels Precincts. Same	-	As described in Commercial and Levels	-	No impact

Parafield Airport Master Plan comparison

	controls and intended uses with addition of Kennel management facility, renewable energy generation facility.		precincts of 2012 document		
Enterprise	Same controls and intended uses with addition of Kennel management facility, Remotely piloted aircraft services, renewable energy generation facility. Additional road detail in precinct plan. Secondary link left in left out only onto Elder Smith Road.	-	As described in Enterprise precinct in 2012 document	-	Removal of St Kitts Place emergency vehicle access point.
Bennett	Same controls and intended uses with addition of Kennel management facility, renewable energy generation facility.	-	As described in Commercial and Levels precincts of 2012 document	-	No impact
Infrastructure					
	Runway, taxiway, aprons extension and upgrades as necessary		As described in 2012 document.		
Ground Transport					
	Freight rail spur connection shown to service Airport Business and Enterprise precincts. Future internal road network link between Airport Business and Enterprise precincts.	-	As described in 2012 document.	-	Freight spur line same as 2012 document. Future internal road link creation in accordance with previous Council submissions.

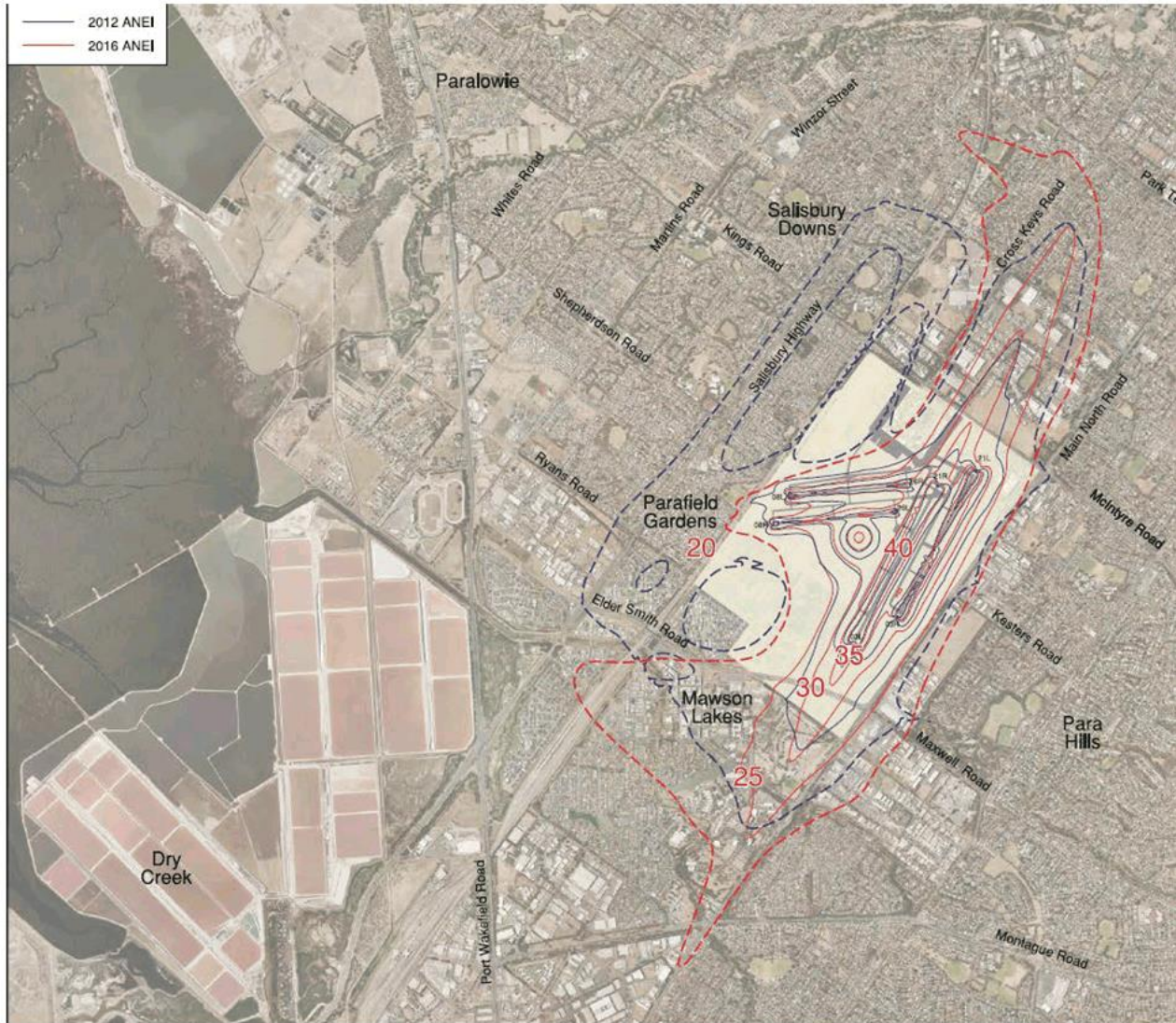
Parafield Airport Master Plan comparison

	Improved pedestrian and cycle connections.				
Environment Strategy					
	Recognises risks and mitigation strategies.		As described in 2012 document.		Identifies Per and Poly-fluoro alkyl substances (PFAS) as risk. Recognises Conservation, Indigenous and European heritage.

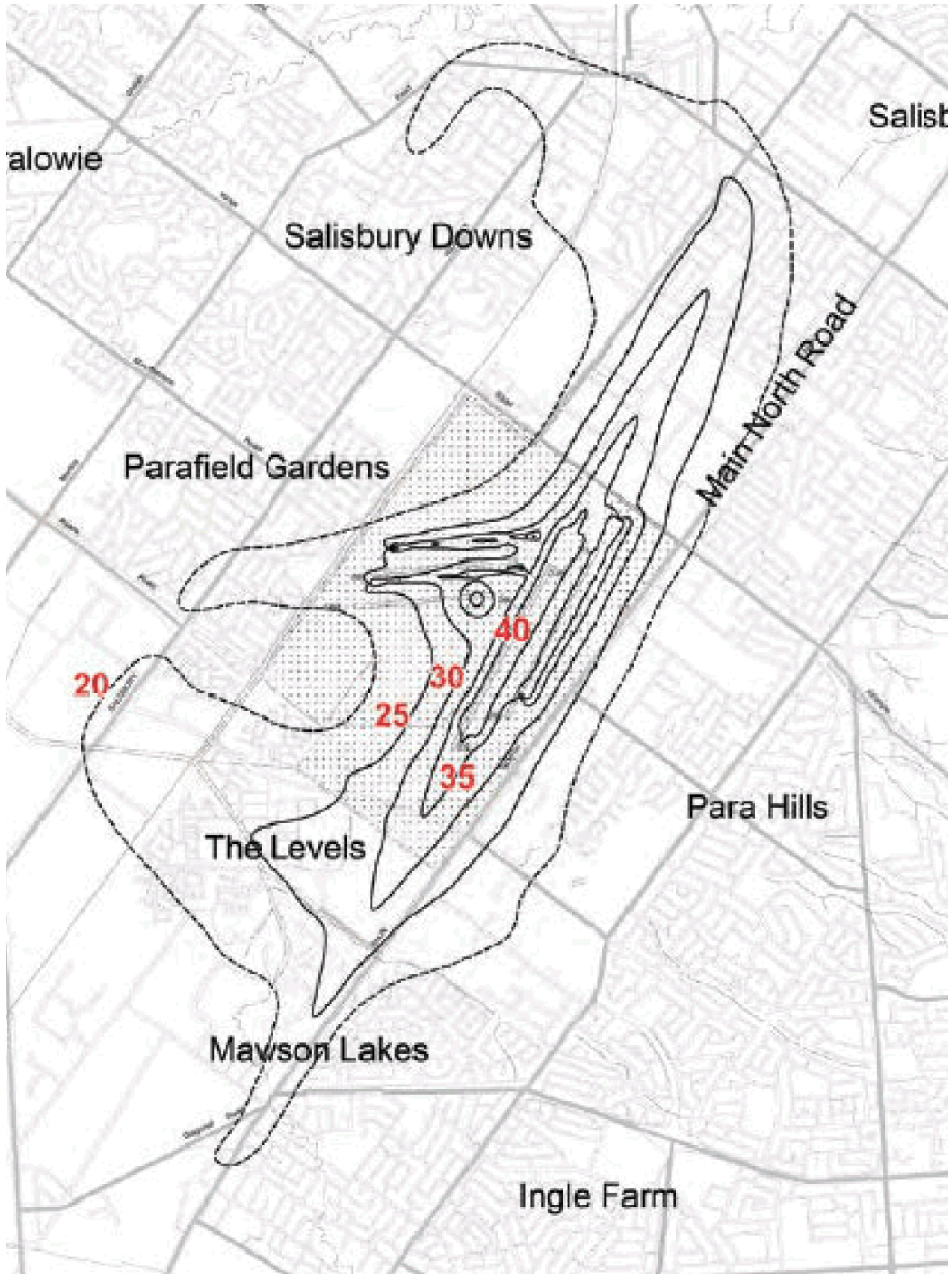


Item 1.3.2 - Attachment 2 - City of Salisbury proposed 2017 Submission

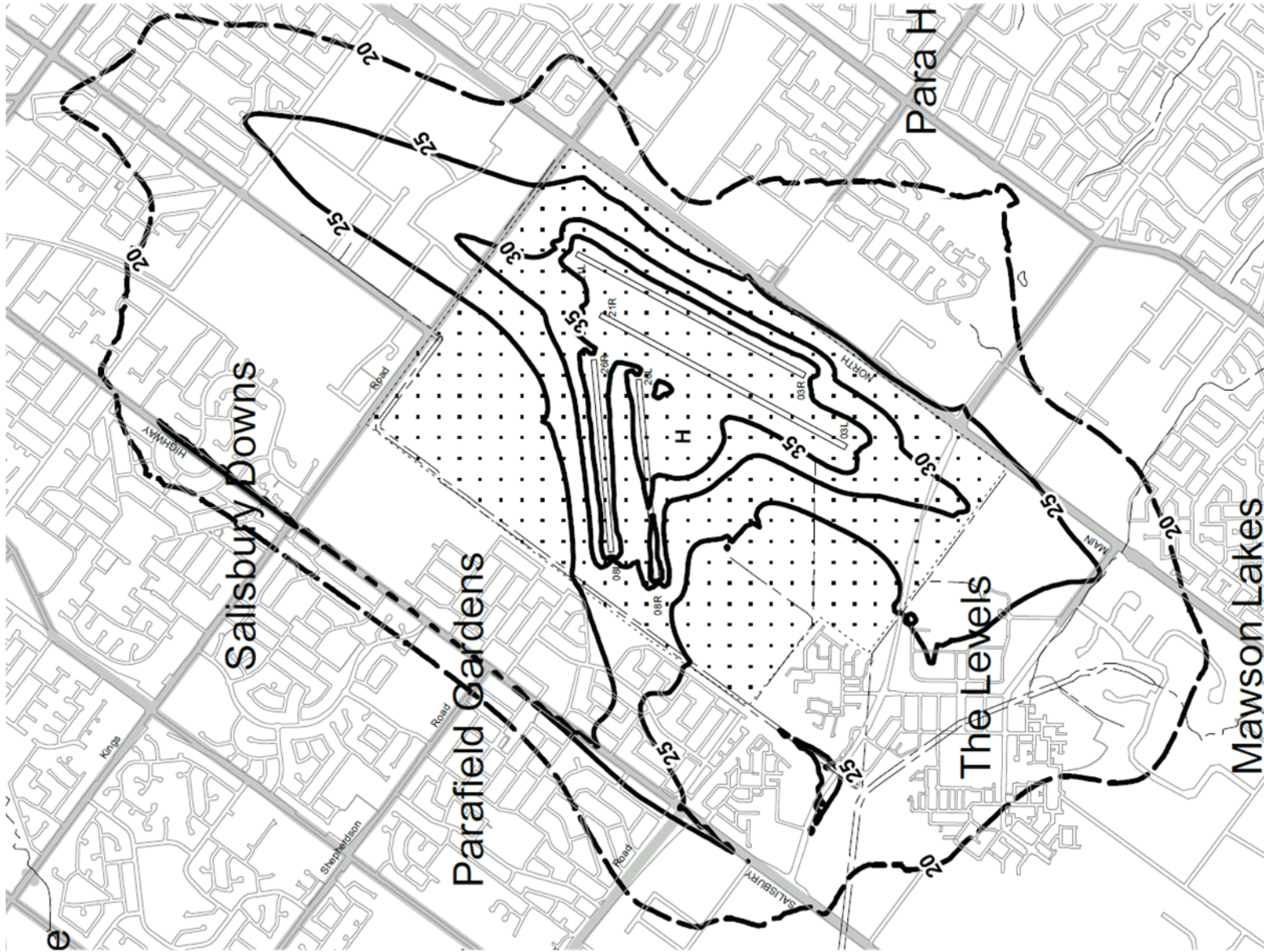
2012 ANE Index vs 2016 ANE Index Comparison Map



Item 1.3.2 - Attachment 3 - 2017 Master Plan Airport Precincts



Item 1.3.2 - Attachment 4 - 2017 Master Plan ANEI comparison map of 2012 and 2016



Item 1.3.2 - Attachment 5 - 2017 Master Plan Air Services ANEF for 2037 Forecast section



Item 1.3.2 - Attachment 6 - 2012 Master Plan Air Services ANEF for 2031 Forecast section

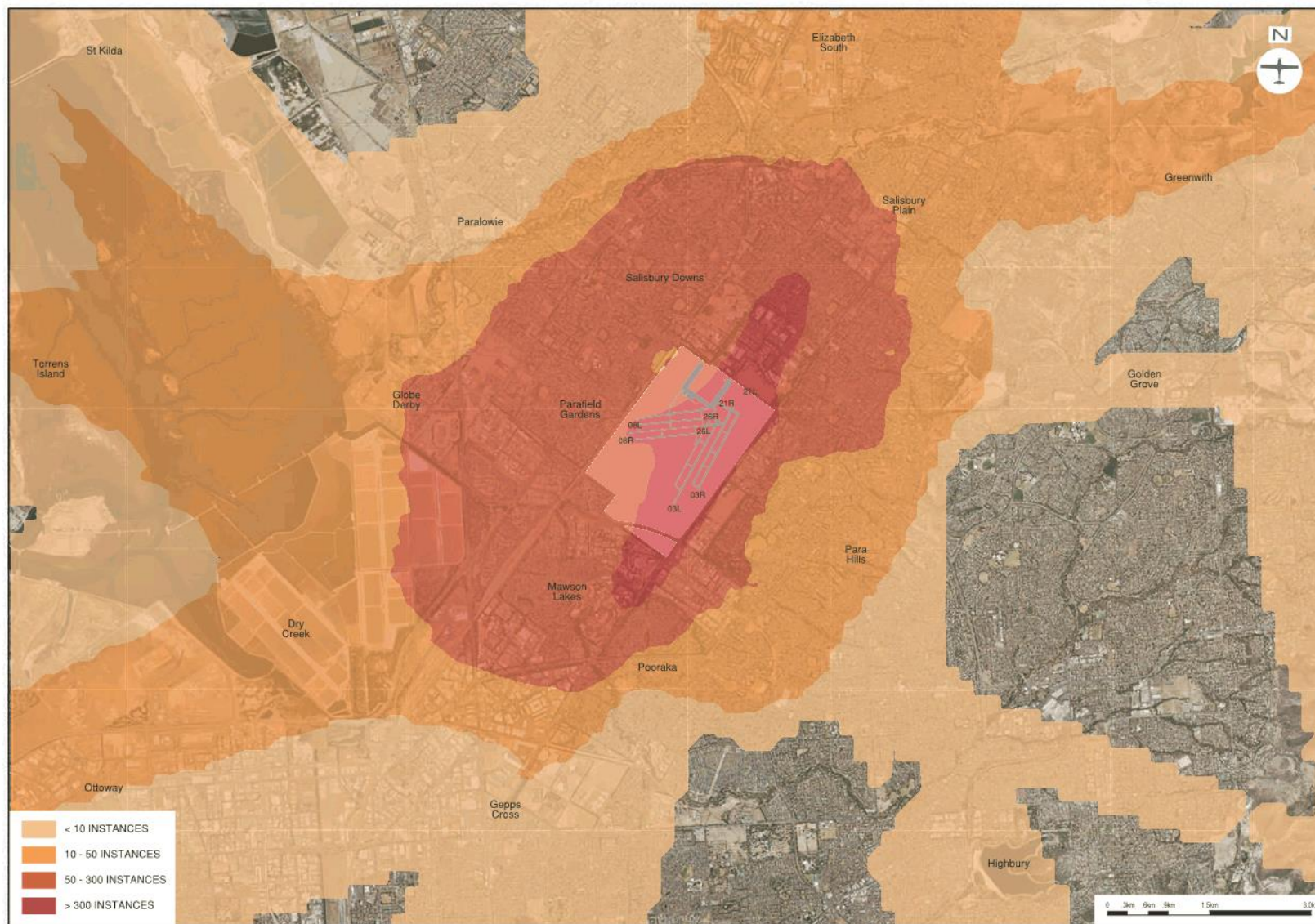


Figure C24 ANEF N70

Item 1.3.2 - Attachment 7 - 2017 Master Plan PAL comparison 2031 and 2037 ANEF Forecasts section

Australian Noise Exposure Forecast System (ANEF) and N70 maps

The Noise Exposure Forecast (NEF) technique was developed in the USA in the late 1960's. It is a computational procedure for determining aircraft noise exposure levels around airports. It is used to assess an average community response to aircraft noise and for land use planning around the airports.

Prior to 1982 Australian land use recommendations were similar to the criteria used in the U.S NEF system. The criterion of 30 NEF was adhered to, but in accordance with the recommendations of the House of Representatives Select Committee on Aircraft Noise in 1970, cautious restraint was urged to be applied to land zoning authorities when applying the system to Australian conditions. Where possible the 25 NEF contour was used rather than the 30 NEF as a conservative safeguard until the system was validated in Australia.

In 1979 the then Department of Transport together with the Department of Defence sponsored the National Acoustic Laboratories of the Department of Health to undertake a major socio-acoustic investigation to assess the impact of aircraft noise on residential communities in Australia. Over 3,500 residents around the major commercial airports and the RAAF Base Richmond NSW were surveyed. The study found that the weighting given to night flights was too high. The report was published in 1982.

As a result the Department of Aviation decided to revise the U.S based system to reflect the Australian findings. The revision was renamed the Australian Noise Exposure Forecast system.

The ANEF unit is a measure of energy equivalence. It is a single equation of the noise levels produced by the various aircraft operating at an airport, plus a logarithmic function of the daily average number of aircraft noise events, with a weighting factor included if they occur during evening or night time hours when the sensitivity of people to noise is increase.

The National Acoustic Laboratories Report provided substantial evidence to support the use of 25 ANEF as the appropriate criterion for residential land use. This criterion was recommended in 1985 by the House of Representatives Select Committee on Aircraft Noise and adopted as policy by the Commonwealth Government.

The National Acoustic Laboratories also developed a dosage-response relationship between the ANEF and the community reactions to aircraft noise. This was used to derive the land use compatibility around airports.

It is Australian Government policy that ANEF contours and the associated land use compatibility advice be used as the land use planning criteria around Australian airports. This policy was announced in the Government's response to the House of Representatives Select Committee on Aircraft Noise recommendations in September 1990. The ANEF system is the

Information Paper
Peter Jansen – City of Salisbury

basis of an Australian Standard used for building construction (currently AS 2021-2015 Acoustics - Aircraft Noise Intrusion - Building siting and construction).

Three different types of aircraft noise contour maps are produced using the ANEF system. All three types are produced using the same computational process, a modified version of the US FAA's Integrated Noise Model (INM). The differences between the three types arise from the data, which have been used as input to the INM. The ANEF map is the only one of the three types of map which is intended to have status in land-use planning decisions. It will have been subjected to review by relevant authorities before release and, for civil airports, the map will display the official endorsement of Airservices Australia and the date of the endorsement. Only one ANEF map can be current at any one time, and a more recently endorsed map supersedes an earlier map.

The ANEF map is a series of contours showing the forecast of aircraft noise levels that is expected to exist in the future. The contour set may relate to a particular year, generally about 10 years from the date of issue, or it may be an "ultimate capacity" forecast. In the former case, it is based on a forecast of aircraft movement numbers, aircraft types, destinations, and a given set of runways at the airport for a particular year. In the latter case, it may incorporate several sets of such information relating to progressive stages in the development of an airport within a definite time horizon. An ANEF requires review at regular intervals (about 5 years) to ensure its continuing validity.

The contours are given as 20, 25, 30, 35 and 40 ANEF. They are read as being less noise intrusive at 20 ANEF with progressive noise intrusion levels as the ANEF increases.

It is necessary to understand the ANEF contour implications on the public perception of noise from airplanes. The Australian Standard is often interpreted as being that in areas less than 20 ANEF there will be little aircraft noise and no nuisance. The table 1 actually shows that at 20 ANEF 11% of the population will be seriously affected and 44% of the population moderately affected by airplane noise.

A Zero ANEF does not indicate zero aircraft noise. It would allow for 8 aircraft overflights per day at a noise level of 66 dB(A). The doubling of aircraft overflights will result in an increase of only 3 ANEF units. (Issarayangyun 2005)

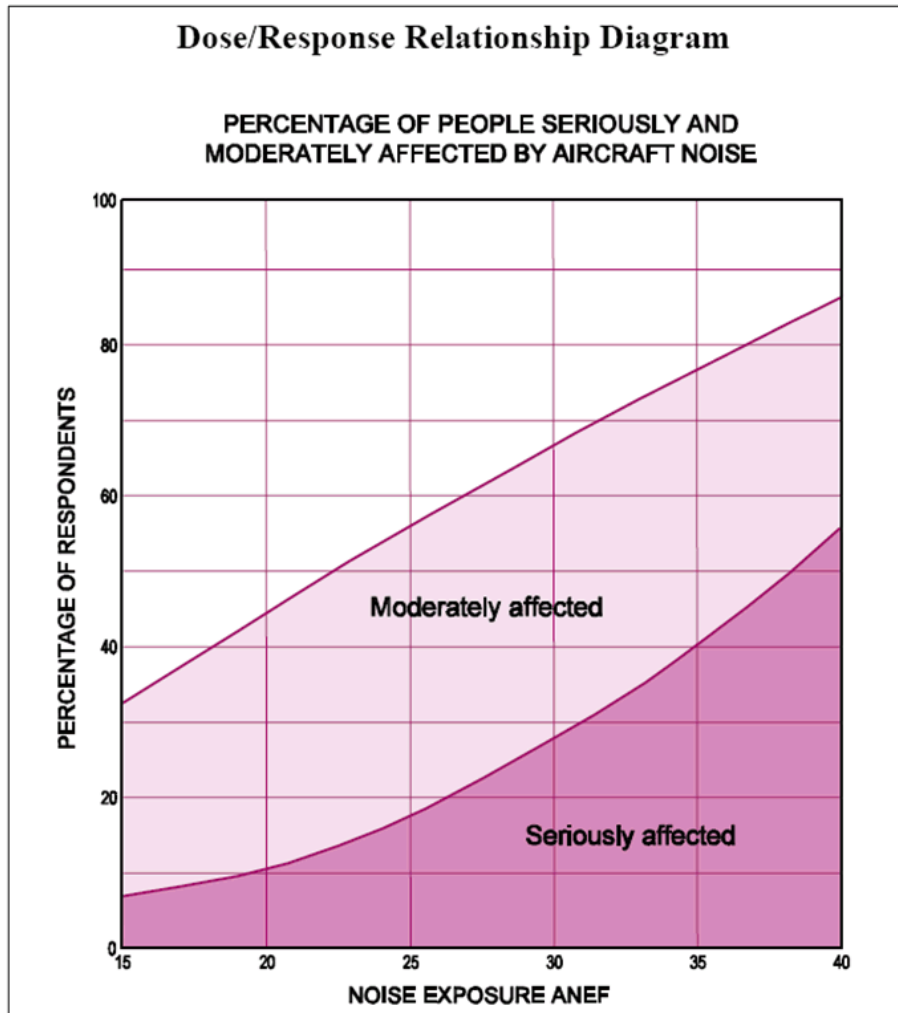
The Department of Transport and Regional Services are investigating alternative methods of describing the noise impacts, but the ANEF is the current prescribed method to be used in land use planning.

The Australian Standard AS 2021-2015 (Acoustics- Aircraft Noise Intrusion –Building Siting and Construction) recommends certain land uses for a certain ANEF range. Development may be able to be acoustically treated to make it acceptable. (Refer to Table 2.1)

AS 2021-2015 indicates that residential development is:

- Acceptable unconditionally in the areas below the 20 ANEF.
- Conditional between the 20 and 25 ANEF contours (meaning that design techniques can be undertaken to mitigate noise impacts), and
- Unacceptable in areas above the 25 ANEF contour

Table 1



AS 2021:2015

12

TABLE 2.1
BUILDING SITE ACCEPTABILITY BASED ON ANEF ZONES
(To be used in conjunction with Table 3.3)

Building type	ANEF zone of site		
	Acceptable	Conditionally acceptable	Unacceptable
House, home unit, flat, caravan park	Less than 20 ANEF (Note 1)	20 to 25 ANEF (Note 2)	Greater than 25 ANEF
Hotel, motel, hostel	Less than 25 ANEF	25 to 30 ANEF	Greater than 30 ANEF
School, university	Less than 20 ANEF (Note 1)	20 to 25 ANEF (Note 2)	Greater than 25 ANEF
Hospital, nursing home	Less than 20 ANEF (Note 1)	20 to 25 ANEF	Greater than 25 ANEF
Public building	Less than 20 ANEF (Note 1)	20 to 30 ANEF	Greater than 30 ANEF
Commercial building	Less than 25 ANEF	25 to 35 ANEF	Greater than 35 ANEF
Light industrial	Less than 30 ANEF	30 to 40 ANEF	Greater than 40 ANEF
Other industrial	Acceptable in all ANEF zones		

NOTES:

- 1 The actual location of the 20 ANEF contour is difficult to define accurately, mainly because of variation in aircraft flight paths. Because of this, the procedure of Clause 2.3.2 may be followed for building sites outside but near to the 20 ANEF contour.
- 2 Within 20 ANEF to 25 ANEF, some people may find that the land is not compatible with residential or educational uses. Land use authorities may consider that the incorporation of noise control features in the construction of residences or schools is appropriate (see also Figure A1 of Appendix A).
- 3 There will be cases where a building of a particular type will contain spaces used for activities which would generally be found in a different type of building (e.g. an office in an industrial building). In these cases Table 2.1 should be used to determine site acceptability, but internal design noise levels within the specific spaces should be determined by Table 3.3.
- 4 This Standard does not recommend development in unacceptable areas. However, where the relevant planning authority determines that any development may be necessary within existing built-up areas designated as unacceptable, it is recommended that such development should achieve the required ANR determined according to Clause 3.2. For residences, schools, etc., the effect of aircraft noise on outdoor areas associated with the buildings should be considered.
- 5 In no case should new development take place in greenfield sites deemed unacceptable because such development may impact airport operations.

Number Above Index

The 1995 Senate Select Committee on Aircraft Noise in Sydney identified many deficiencies in the way in which aircraft noise information had been conveyed to the public by the use of, and the reliance on, the ANEF system for the third runway assessments for the Sydney Airport.

Development of different ways to describe the aircraft noise has occurred since then in response to the technical nature of the terminology within the ANEF system. One of the other ways to describe airplane noise is to use the Number Above Index. This can be modelled across a range of numbers, but the Commonwealth has chosen to use 70dB (A) level as this will be reduced down to 60dB(A) for occupants inside a house with open windows. The 60dB(A) level is the sound pressure level at which noise events may become intrusive to speech and may interfere with activities such as telephone conversations and TV viewing. It is linked to AS 2021 for housing construction. This is described as N70.

The N70 maps are intended to allow the public to interpret airplane noise based on counts of aircraft with noise levels greater than 70dB(A) over the flight paths. It is considered an attractive description as it provides a more obvious basis to the public, and because it is sensitive to the number of movements, unlike the ANEF system. For instance, if the number of movements doubles, the N70 doubles.

A criticism of the N70 method is that it registers a 70dB (A) event the same as for example a 90dB(A) event. Another criticism relevant to Parafield Airport is that the N70 is commonly used to report on major jet airports. For General Aviation airports where the number of events through training circuits per day is often higher than a major airport, a lower noise level metric such as the N60 may be more indicative of the noise events because the small aircraft involved in performing training circuits normally generate outdoor sound pressure levels at houses which are around 60dB(A).

References

Australian Standard 2021-2000 and AS 2021-2015

Alternative Aircraft Metrics – Useful or like moving the deck chairs on the Titanic. Steven E Cooper 2010

Expanding ways to describe and assess aircraft noise. Department of Transport and Regional Services Discussion paper (March 2000)

Aircraft Noise and Public Health : Acoustical measurement and Social Survey around Sydney (Kingsford Smith) Airport. Tharit Issarayangyun 2005

Going Beyond Noise Contours – Local Approaches to Land Use Planning Around Smaller Australian Airports. Discussion Paper Oct 2003 DOTARS

Parafield Airport Preliminary Draft Master Plan July 2017



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5th June 2012

Mr Ken May
General Manager Property Development
Adelaide Airport Management Centre
1 James Scholfield Drive

Contact: Peter Jansen

Adelaide Airport SA 5950


Dear Mr May

Re: City of Salisbury Submission - Draft 2012 Master Plan for Parafield Airport

The City of Salisbury appreciates the opportunity to consider and make comments on the 2012 Preliminary Draft Master Plan for Parafield Airport. Council considered the Master Plan at its May meetings and has comments to make on both the aeronautical and non aeronautical operations of the Airport.

Council acknowledges that the Federal and State Governments have affirmed their commitment to the Aviation industry through respective Aviation Strategies, and of the State recognition of the airport in the '30 Year Plan for Greater Adelaide'. Similarly, the City of Salisbury has welcomed the increased level of consultation between itself and PAL through both formal and informal channels.

Whilst the Master Plan provides details of the significant economic value generated by the activities at Parafield Airport, it is clear that while there are significant investments and linkages as an aviation cluster, education, training, creation on export earnings; business services and a retail premises, there is:

- Limited growth in General Aviation as an economic driver in the longer term;
- A reliance on primarily one entity, Flight Training Adelaide, for flight movements and aviation employment growth, notwithstanding a broadening of services to including sectors such as mining; and
- Employment growth in commercial and retail development is now the main driver of new employment at Parafield Airport.

In this context, Council comments are as follows

Aeronautical issues

The Flight schools are successful training facilities that are recognised by the State as a contributor to the economy. They are also the significant contributor to flight movements at the airport. A large section of the community has indicated to Council that it is seriously affected by the plane movements and noise, particularly the touch and go loop training of the flight schools.

Council recognises the recent initiatives of Parafield Airport to set up the Parafield Airport Technical Consultative Committee and the 'Fly Friendly' Program and will, through being a participant of the PAL Consultative Committee and the Adelaide Airport Consultative Committee Planning Co-ordination Forum, monitor the outcomes of these initiatives on the noise and nuisance impacts on the community. Council wishes to work with Parafield Airport Ltd and other parties to lessen the impacts of the Flight school operations on the community if the current approaches do not result in

improved noise impacts. This may include consideration of alternative curfew hours and further flight path spreading.

Airport Land Use issues

Council has generally supported the development proposals for the various development precincts as detailed in this Master Plan review. However it is believed that the land-use framework, as shown in the Preliminary Draft 2012 Master Plan, could be significantly enhanced through consideration of the following matters:

- There should be provision of internal connections to link the precincts. There is a lack of internal vehicle connections to the other precincts to take advantage of the spread of aviation industry industries and freight and loading requirements throughout the other precincts as indicated in this Master Plan. Access to other precincts for associated activity is therefore made to occur on outside roads.
- Ensuring developments within the Cross Keys industrial Precinct benefit from the proximity of the research and development activities within the University of South Australia Mawson Lakes Campus and Technology Park.
- Ensuring the new intersection on Main North Road at Kesters Road does not impact on the businesses at that location and on the traffic movements on Main North Road more generally.
- Passenger vehicle road linkage from Cross Keys precinct to St Kitts Place, Mawson Lakes, is to be identified only as emergency access. As Elder Smith Road has now been designed to accommodate industrial traffic access from the Cross Keys precinct, the need to have access through the residential environment has been downgraded, and will only be accepted by Council as a passenger vehicle emergency route, with linkages accordingly designed. Movements of passenger vehicles should be managed via the main access to Elder Smith Road from this precinct.

Council recognises and supports the Federal and State Government directions through the National Aviation Policy, State Aviation Strategy and the 30 Year Plan for Greater Adelaide to support and promote the aviation industry, and to give certainty to invest for the long term, to maintain and improve the safety record, and to give clear commitments to airport users, and the communities affected by the aviation activity.

I encourage Parafield Airport Ltd and the Federal Government to recognise the issues raised by Council and the desired actions to overcome them within the responses through the Master Plan process.

Should you wish to discuss any issue raised in this submission, please do not hesitate to contact myself.

Yours sincerely



John Harry
Chief Executive Officer



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6 September 2017

Mr M Young
Managing Director
Parafield Airport Limited
Building 18
Tigermoth Lane

Contact: Peter Jansen
Telephone: 08 8260 8148

Parafield Airport SA 5108

Dear Mr Young

Re: City of Salisbury submission on the 2017 Parafield Airport Master Plan

The City of Salisbury thanks Parafield Airport Ltd for the opportunity to consider the 2017 Parafield Airport Master Plan. Council considered the Master Plan at its September meetings and wishes to make comments on both the aeronautical and land based operations of the Airport.

Council supports the Federal and State Government directions through the National Aviation Policy, National Airports Safeguarding Framework, 30 Year Plan for Greater Adelaide, and the Integrated Transport and Land Use Plan 2015 to promote the aviation industry, to provide a framework for investment certainty, and to give commitment to airport users and the affected communities.

In this context, the Council comments are as follows:

Environment Strategy

Council supports the Environment Strategy and its implementation, monitoring and compliance by the Airport.

Airport land use matters

Council notes and supports the amended road linkage with Elder Smith Road, the removal of the St Kitts Place link, and the identification of the potential internal link road between the Enterprise Zone and the Airport Business Zone.

Council notes the extension to the runway and taxiways and advises that the planning policies for Mawson Lakes and Kings Road site opposite the airport have had regard to the runway extension implications.

Council notes the Land Use Planning elements of the 2017 Airport Master Plan and supports the identified Precincts and relevant controls.

Council values the economic contribution to the region and the economy by the airport business and flight training, but notes there is a continued reliance on non-aeronautical land use business growth rather than the aeronautical business to expand the economic value.

Aeronautical Matters

Council notes and appreciates the updated and improved data collection of the aircraft movement that has resulted in more accurate identification of the aircraft noise affected areas.

Council recommends a review of the support mapping for the Certified Airservices Australia 2037 ANEF Chart, particularly the Figure C21 in the 2017 Master Plan, to ensure the contours align accurately with that of the certified chart.

Council notes and supports the use of the additional information map that models the N70 instances.

Council supports the efforts to spread the flight training circuits where possible to attempt to minimize the impact on residents and encourages continued review for improvements.

Council notes that a significant number of properties are now identified in the noise affected areas which will require consideration of AS 2021 during planning processes, particularly for the areas within the 30 ANEF, and the commercial and industrial properties in the 35 ANEF area.

Council would support an ongoing regular review of the main affected areas to monitor the requirement to trigger AS2021-2015 in development applications.

Council notes the initiatives of PAL under its Fly Friendly Program.

Council advises that it will continue to issue advisory notes on property sale documentation

Aircraft Noise mitigation

Council notes the Master Plan ANEF, ANEI, ANEC and N70 mapping and recognises that the affected areas shown for the 2037 forecast does not reflect immediate impacts, but will be increasingly affected over time to the extent of the modelling.

Council notes that aeroplane engineering is likely to result in quieter engine levels over the Master Plan forecast period which is likely to reduce the impacts on the affected areas.

Council requests PAL and Airservices Australia to continue to provide updated and additional mapping for public information purposes, and improve accessibility to the information, including the provision of digital mapping that can be used by Council and DPTI for its planning documents.

Council requests PAL to inform DPTI of the new forecast modelling and mapping and its implications and advise of the need to include the information within the preparation of the new Planning and Design Code and ancillary planning tools.

Council advises that it will continue to work with DPTI on the details of the new Planning and Design Code and ancillary planning tools and the need to recognise the forecast modelling and mapping and implications on all areas affected by airports, including the Edinburgh Base.

Council encourages Parafield Airport to recognise the identified comments and the desired outcomes in order to more accurately identify the affected areas surrounding the airport and minimise the impacts on the community.

Yours sincerely

John Harry
Chief Executive Officer

ITEM	1.3.3		
PREV REFS	Policy and Planning Committee	1.3.2	19/10/2015
	Policy and Planning Committee	1.3.3	20/06/2016
HEADING	Community Engagement Discussion Draft (State Planning Commission) – Consultation Stage 1		
AUTHOR	Janine Philbey; Senior Urban Policy Officer; Economic Development and Urban Policy; City Development		
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making. 4.4 Embed long term thinking, planning and innovation across the organisation.		
SUMMARY	The <i>Planning, Development and Infrastructure Act 2016</i> mandates the introduction of a Community Engagement Charter which will establish requirements for engaging the community on proposed changes to planning policy. The State Planning Commission is seeking feedback on an initial discussion paper prior to a more formal consultation process. While the majority of the principles are consistent with Council’s current approach to community engagement the heightened requirements relating to the production of information, feedback to respondents and evaluation are likely to impose additional resource requirements.		

RECOMMENDATION

1. That the report be noted.
2. That a response be provided covering the matters raised in Paragraph 3.6 of the report to Policy and Planning Committee, 18 September 2017 Agenda Item no. 1.3.3 to the Local Government Association for inclusion in its submission to the State Planning Commission.
3. That a further report be presented to Council when the final draft Community Engagement Charter is released for consultation by the State Government.

ATTACHMENTS

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

1. State Planning Commission's Community Engagement Charter - Discussion Draft - Outputs from Stage 1

1. BACKGROUND

- 1.1 The Expert Panel on Planning Reform highlighted a desire to elevate engagement practices within the planning system with an emphasis on community participation at the policy development stage.
- 1.2 Consequently, the Section 44 of *Planning, Development and Infrastructure Act 2016* specified the requirement for a Community Engagement Charter containing the following principles
 - a) *members of the community should have reasonable, timely, meaningful and ongoing opportunities to gain access to information about proposals to introduce or change planning policies and to participate in relevant planning processes;*
 - b) *community engagement should be weighted towards engagement at an early stage and scaled back when dealing with settled or advanced policy;*
 - c) *information about planning issues should be in plain language, readily accessible and in a form that facilitates community participation;*
 - d) *participation methods should seek to foster and encourage constructive dialogue, discussion and debate in relation to the development of relevant policies and strategies;*
 - e) *participation methods should be appropriate having regard to the significance and likely impact of relevant policies and strategies;*
 - f) *insofar as is reasonable, communities should be provided with reasons for decisions associated with the development of planning policy (including how community views have been taken into account).*
- 1.3 The State Planning Commission has prepared a discussion paper on the Community Engagement Charter (provided as Attachment 1) and is seeking feedback on it.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Manager Development Services
 - 2.1.2 Senior Social Planner
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The purpose of this report is to provide Council with information in relation to the Community Engagement Charter draft discussion paper with a view to forwarding comments to the Local Government Association (LGA) for inclusion in its submission to the State Planning Commission.
- 3.2 The discussion draft has been informed by input from community members, planning practitioners, groups and individuals with an interest in the planning system. Elected Members were invited to attend a facilitated workshop (Circular 33.10) with the Local Government Association and the Department of Planning, Transport and Infrastructure on 23 August 2017.

- 3.3 The legislation relating to the development and content of the Community Engagement Charter is relatively prescriptive. Reflecting this, the discussion paper contains discussion on principles, implementation and evaluation.
- 3.4 The eight principles proposed to underpin the Charter are largely aligned to Council's existing consultation policy and best practice engagement. The proposed implementation measures may require Council to engage more broadly at the early stage of planning policy proposals, and have the potential if misinterpreted to appear overly complicated for a simple rezoning exercises. The requirement to evaluate the effectiveness of engagement will place additional obligations on Council in comparison to current Development Plan Amendment processes.
- 3.5 Council previously raised no objections to the concept of a Community Engagement Charter when it has previously considered reports relating to the *Planning, Development and Infrastructure Act 2017*. The challenges in engaging on matters of policy at the early stages when development details may not be identified and therefore understood was however noted.
- 3.6 Council's input to the LGA should note:
- 3.6.1 Broad support for the principles proposed to be in the Charter as they are largely consistent with Council's existing policies and processes. It would however be useful to better understand the rationale and application of principle 8 which has been added by the Planning Commission, namely "*people recognise that decision making often involves interests being supported and others not.*"
- 3.6.2 Given the limited level of detail provided in relation to implementation, it is difficult to provide detailed responses, however it would be desirable for the next iteration of the draft Charter (or accompanying documents) to contain:
- Guidance on determining the appropriate level of engagement for projects of different sizes and complexity;
 - Discussion on the relationship between engagement undertaken to inform masterplans (which in themselves do not change policy) and the engagement requirements envisaged through the Charter; and
 - A definition or identification of trigger points, when statutory work for an amendment to a planning instrument requires engagement with the community.
- 3.6.3 The requirements to measure the performance of engagement would place new obligations on Council compared to the current statutory process. These include:
- The potential requirement for Council to undertake significant re-engagement following the completion of a rezoning or following the completion of a development enabled by a rezoning;
 - While some of the proposed activity measures are simple to measure (i.e. number of people engaged), more qualitative measures (i.e. the percentage of people engaged who were satisfied with the planning outcome) will require greater expertise if they are designed and administered in a way that will provide a statistically valid result. In

the case of a large scale or long term development this may not necessarily be practicable; and

- It is not clear how information gathered as part of the performance measures should be provided to the State Planning Commission and whether it is a process that will be managed by them or Council.

3.6.4 Council currently fund planning policy changes, including the statutory engagement requirements. The Discussion Draft does not articulate if any new requirements for engagement would have a higher or lower cost impact on council. Complying with the performance measures requirements alone are likely to be more onerous and resource intensive. It is also unclear who will fund performance measures that require assessment after the rezoning has come into effect. Until greater guidance is provided on the above, and the level of resource within the State Government to support Councils, it is difficult to determine the potential resource and timing impact on Council.

3.6.5 Conversely, the move to more intensive consultation at the policy-setting stage is to be accompanied by less consultation at the development application stage and accordingly less opportunity for community input on individual development proposals. This may reduce the time and resources required to be allocated to assessment of some individual development applications, but until the details of these requirements are fully understood it is difficult to assess the net impact upon Council resources of the overall community engagement framework.

4. CONCLUSION / PROPOSAL

- 4.1 It is proposed that items outlined in paragraph 3.6 will be provided to the LGA for inclusion in their submission to the State Planning Commission.
- 4.2 Council will have the opportunity to provide a formal response to the Commission later this year when it is provided with an opportunity to comment on the next iteration of the Community Engagement Charter.
- 4.3 It is expected that a finalised Engagement Charter will be released in December 2017 pursuant to implementation of the PDI Act.
- 4.4 Council's own Public Consultation Policy is due for review in November 2017 and the requirements of the Community Engagement Charter may need to be acknowledged as part of that review.

CO-ORDINATION

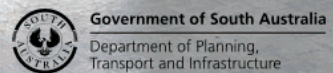
Officer: EXECUTIVE GROUP

Date: 11.09.17



Community Engagement Charter 2017

Discussion Draft -
Outputs from Stage 1



Foreword

From the Commission

The commencement of the new *Planning, Development and Infrastructure Act 2016* brings with it the opportunity for us to do things differently in South Australia when it comes to planning.

The new Act calls for the introduction of a Community Engagement Charter, a document that will change the way we consult our communities when setting or changing planning policies. In the past our system for notifying affected communities about planning policy has been too rigid and limited, and has not reached the people that are affected by the proposed changes.

The Community Engagement Charter is about changing this approach, and defining a whole set of new arrangements and techniques that Councils and Government will be required to follow to provide for more effective and meaningful engagement. The intention is to change the planning system in a way that will achieve better planning decisions and for more people to know about why decisions have been made.

The Commission is responsible for developing and maintaining the Charter. The Commission will also be responsible for making sure Councils and Government comply with the Charter and they may provide direction, or step in, if it considers the standard of engagement anticipated by the Charter has not been met.

In developing this first Charter, the Commission has taken a novel approach that involves the community assisting in the preparation of principles. A community panel of 50 community members was randomly selected to help shape the Charter. They were supported by a wider group of over 70 planning practitioners, groups and individuals with an interest in the planning system.

This discussion draft of the Charter is the result of this process. It is not a finished product, but the first stage of what the Charter could look like. It is intended to provide the foundation for further discussion with the community and the development of the specific requirements and methods for consultation in the future. Following this feedback, the Commission will consider any amendments to the document and release a formal draft for statutory consultation.

We now invite the community, planning and development specialists and others to provide feedback on this preliminary draft and assist us in completing the Charter over the coming months.



Mr Tim Anderson QC

Engagement so far

The Commission has taken a deliberative approach in shaping this discussion draft. This approach involved bringing together a range of people supported with information sources to work on a clear task. Three groups were formally convened to assist in this work:

- **Planning Together Panel** - a randomly selected, statistically representative group of 50 community members who were tasked with developing the components of the Charter in conjunction with representatives from the planning sector and other groups with an interest in planning.
- **Practitioner Group** - a group of senior professionals (encompassing local and state government, industry associations, and consultants) tasked with providing their perspective to help the Panel understand the practical needs of the planning system in relation to engagement. This group met prior to the first Panel session and their advice was considered by the Panel in its deliberations.
- **Broader Stakeholder Group** - a wider group of planning practitioners, associations and individuals with an interest in the planning system (around 70 people), who contributed their knowledge and experience of the planning system as part of the Planning Together Panel discussions.

The Panel was supported by the Broader Stakeholder Group, State Planning Commission Members and the Department of Planning, Transport and Infrastructure in learning about the new planning system. Input was also sought from the broader community on-line via yourSAy.sa.gov.au and through the SA Planning Portal. Feedback received through this process was considered in day 3 and 4 of the Panel's deliberations.

The Planning Together Panel met over for four full days across two weekends (1 and 2 July and 29 and 30 July 2017) as shown in the figure below.



Through the process the Planning Together Panel and the Stakeholder Group worked hand-in-hand to develop the following:

- A preamble
- Seven principles
- Outcome statements; and
- Suggested performance measures

The outcomes of their work is documented in the Planning Together Panel Report, which is available on the SA Planning Portal (www.saplanningportal.sa.gov.au).

This work has formed the basis of the Discussion Draft as follows:

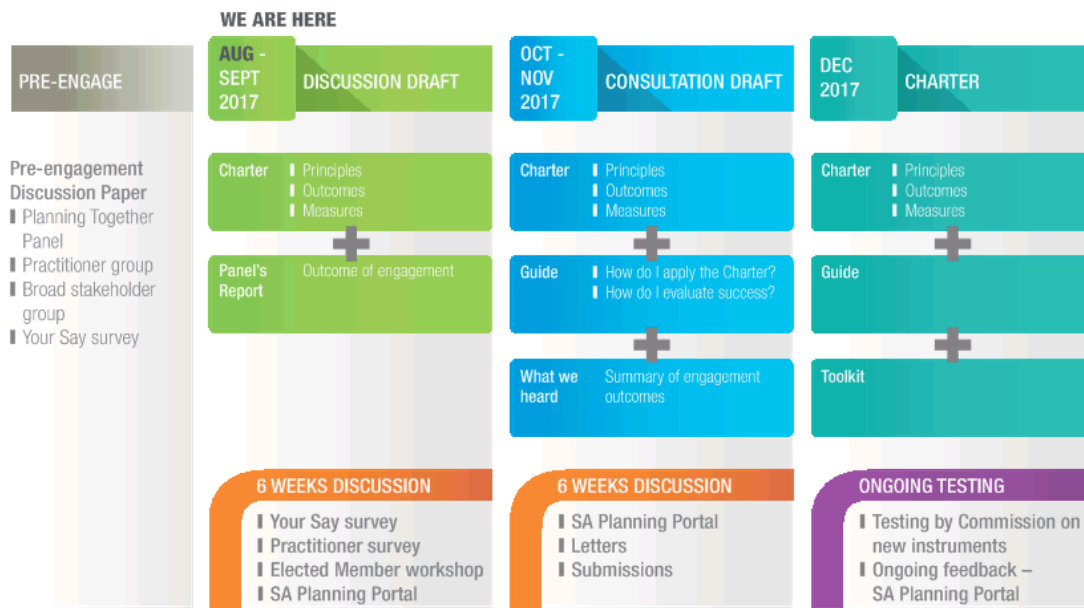
- The preamble was used as a basis for the 'Foreword'
- The first seven principles are largely unchanged, noting the Commission has added an 8th principle for discussion.
- The outcome statements, which provide clarity about what the principles meant to the Panel have been refined for readability and to minimise repetition within the Charter.

The Panel's Report also includes preliminary exploration of a 'decision-making' framework, which starts to look at how the Charter could be applied and performance of an engagement activity measured. The Panel acknowledged that the draft decision making framework requires further discussion and significant refinement.

As such this Discussion Draft has only started to touch on the draft decision making framework and seeks to explore the development of an implementation section that will provide methods and specific tools selected for particular engagement processes. Accordingly this discussion draft is circulated for a 6 week consultation period to obtain initial feedback on the directions so far.

Feedback on this paper will enable the Charter to be further refined and the next components developed, including the implementation measures that will assist authorities in making decisions about how to engage, the community's role in the engagement process, and how to evaluate the success of the engagement process. The Commission will then run a second engagement process in accordance with the statutory requirements under the Act later in the year. From this the Commission will finalise the Charter for presentation to the Minister.

Discussion Draft – Community Engagement Charter



What is the role of the Charter?

The Community Engagement Charter will establish requirements for engaging the community on proposed changes to planning policy. It will also contain methods to measure the success and effectiveness of the engagement.

The Charter is a requirement of the *Planning, Development and Infrastructure Act 2016*. The Act prescribes that the Charter must be used to develop the engagement process associated with the preparation and amendment of the following specific documents in the planning system:

- State Planning Policies
- Regional Plans
- The Planning and Design Code
- Local Heritage place listing
- Design Standards
- Infrastructure Schemes

Entities such as the Minister for Planning, State Planning Commission, Councils, Joint Planning Boards and private entities will be responsible for developing and implementing an engagement strategy in accordance with the Charter when preparing any of the above documents. They will also need to identify the techniques and measures they will employ to evaluate the extent to which the objectives of the Charter have been achieved.

If the Commission considers an entity has not complied with the Charter, it may require that entity to do so. The Commission is not compelled to accept any of the above documents until such time as it is satisfied with the engagement process. If necessary the Commission could undertake the engagement on behalf of the entity and recover the associated costs.

The Charter does not have a statutory role in the assessment of development applications. Separate and specific requirements for the public notification of certain classes of development applications are outlined in the Act and the procedures to be followed will be subsequently determined in regulations (yet to be prepared) under the Act.

The SA Planning Portal provides information about the respective instruments in the new planning system, as well as the key entities who will be responsible for engagement in the system.

Statutory Obligations

For the preparation and amendment of statutory instruments the following requirements are mandatory under the Act and will need to be reflected in an engagement plan established under the Charter:

Category	Mandatory requirement
Proposals that are specifically relevant to a particular Council or Councils (where Council did not initiate the proposal)	That Council or Councils must be directly notified of the proposal and consulted
Proposals that are generally relevant to councils	The Local Government Association must be consulted.
A proposal to enter a place within the Planning and Design Code as a place of local heritage value	The owner of any land on which the place resides, must be directly notified of the proposal and consulted for a minimum period of four weeks.
Infrastructure schemes	Landowners affected by the scheme must be directly notified of the proposal

Structure of the Charter

It is proposed that the charter include the following components:

- Principles: A set of principles which set the outcomes sought from engagement in the planning system.
- Outcomes: the outcomes you would see from a successful engagement process.
- Implementation Measures: guidance for users of the system to establish who to engage with, how to engage, the community's role in the engagement process, and measures to evaluate the success (or otherwise) of the engagement process. This could include:
 - *A decision making framework* to assist authorities to develop an engagement plan (how and who to engage with)
 - *The engagement tool kit* – a library of tools, measures and procedures to be used in building the engagement process specific to the project and that meets the principles and outcomes (types of engagement techniques)
 - *Evaluation measures* and the process for evaluating the success (or otherwise) of the engagement process (during and at its completion)

The implementation measures component of this discussion draft has not been fully developed as yet and feedback is sought through the informal consultation process to help shape this part of the Charter before formal feedback is sought.

Principles

The following principles describe what is important when engaging in the planning system and the outcomes sought by community when involved in this process.

The application of the principles is not discretionary and should be considered when a decision maker determines the appropriate approach to engagement in the particular circumstances. Each engagement may have a different purpose, and can be undertaken in different places, with different outside influences and with different people involved.

The principles are a reference point for good engagement. If a decision maker is able to 'tick off' on each of the principles as the engagement strategy is designed and delivered, then the public should be able to have confidence that the engagement will be appropriate and effective.

The first seven draft principles were developed by the Planning Together Panel with the Stakeholder Group. The Commission has added a further principle (8) for discussion.

The draft principles are:

- 01 Inclusion & participation is genuine
- 02 People affected are meaningfully engaged & those interested have an opportunity to participate
- 03 Differing views are acknowledged, respected & considered
- 04 People have access to complete information that they can understand, they know about proposals and the impacts of the potential outcomes
- 05 Engagement processes make clear the reasons for the outcomes and decisions
- 06 Engagement is accountable and improving
- 07 Engagement is targeted, flexible, scalable and specific
- 08 People recognise that decision making often involves interests being supported and others not.

Outcomes - What do the Principles mean?

In developing these principles, the Planning Together Panel and Stakeholder Group provided some clarity about what these principles meant to them. They could be seen as the outcomes from successful achievement of the principles. There has been some editorial refinement to the Planning Together Panel work but the following reflects what they said.

Inclusion and participation is genuine

Community members from all backgrounds and abilities have an equal and genuine opportunity to be involved. People feel that engagement is genuine when their opinion was asked and heard in making the final decision (i.e. the decision wasn't already made before engagement) they had all the information required, the decision makers could look them in the eye, agreements were adhered to and there was genuine interest in considering their views.

People affected are meaningfully engaged and those interested have an opportunity to participate.

Engagement will happen early in the planning process and be equitable and inclusive of community. All stakeholders are acknowledged and respected through a transparent decision making process. This principle promotes timely and evolving engagement that recognises a decision making process must provide reasons why community comments have been adopted or disregarded.

All members of our diverse community will have an opportunity to participate, and barriers to engagement will be identified and overcome to promote inclusion. Those undertaking engagement processes must be proactive in their pursuit of community involvement.

Differing views are acknowledged, respected and considered.

It is important to understand and consider culture, heritage, natural and built environment, and ensure that diverse views, perspectives and people contribute to the process. The community are more accepting of decisions even when they do not agree because their input was recognised. The cooperation between the community, council, governments, stakeholders and planners will result in continuous involvement.

People have access to complete information that they can understand, they know about proposals and the impacts of potential outcomes.

The community will have ready access to information needed to meaningfully engage in the process through delivery of accessible, complete and timely information. Opportunities for engagement will be offered via a wide variety of methods. Anyone who registers comments on a policy or proposed project will receive a response within a reasonable time before a final decision is made on any proposal that has a significant impact on the community.

Engagement processes make clear the reasons for the outcomes and decisions.

The process of engagement is to be transparent and give reasons behind decisions made. Local Government will have a more open relationship with their communities, with fewer disputes. The State Government will have a clearer delineation of responsibilities with the potential for future policy guidance from the Community. Other parties proposing changes within the planning system will undertake early consultation, with the potential for less direct and indirect costs to them and more certainty for development.

Engagement is accountable and improving.

Engagement will be accountable, taking account of the scale of the proposed change and its level of impact. Measuring and evaluating the performance of the consultation should occur throughout the process, with a view to continuous improvement. In developing an engagement plan entities should consider the design, delivery and post engagement tasks.

Measurement and evaluation should be considered from multiple perspectives, those of the community, planning professionals and the governments who have a role to play in the engagement.

Engagement is targeted, flexible, scalable and specific.

Engagement approaches must be fit for purpose. A targeted engagement approach seeks to address all relevant and important issues that may be appropriate to the affected community, whether directly or indirectly relevant to the project.

Engagement approaches must also look into adapting to changing circumstances, while a project is being executed. Engagement approaches must be informed and not built on rigid behaviours or mindsets, as it will shut out the ability to react to potential communities previously overlooked or development of critical events that could evolve over the life of a project.

Engagement approaches must be considered and tailored to the size of the project, the financial impact or costs to the community, the significance of the prioritised issues, and the number of people that would be affected both directly and indirectly as a consequence of the actions of the project.

Engagements must be specific and conducted in a way that focuses on a prioritised issues and catered to the affected communities.

Implementation - what level of engagement is required?

As referred to earlier, implementation measures or guidance will be developed to assist users of the Charter to determine an appropriate engagement path (and associated tools) for a proposal. This guidance should be scalable depending on the level of change proposed. For instance an engagement plan will be different where a significant change is proposed and a large number of people are potentially affected, as compared to a simple change where a very small group of people are likely to be affected.

In making this decision, there are some key questions that could be considered, which then flow through to the evaluation of how successful the engagement has been.

The Commission is seeking feedback on the following considerations, as a means to make decisions about the type of engagement required to suit the need of the project (decision making framework) and subsequent performance (evaluation measures):

- Reach: establish how many people are impacted and the level of participation that is expected.
- Impact: determine how much influence the community will have in the final decision with reference to the IAP2 Spectrum of Public Participation (Inform, Consult, Involve, Collaborate, Empower).
- Sociability: to what degree does the engagement need to involve ongoing interaction with each other and community capacity building.
- Tone: what is the anticipated level of concern within the community, and likely level of emotion that could be elicited by the proposal?
- Sustainability: to what degree do we want to build capacity in community and have them engage in similar processes in the future?
- Depth: determine how much information and knowledge needs to be gained for the community to genuinely engage in the process and what depth of conversation is required?

Measuring Performance

Engagement is undertaken to achieve better outcomes, decisions, projects and policies. Establishing engagement objectives, and then measuring progress helps to gauge how successful the engagement process has been. Evaluation can build transparency and accountability. It can contribute to the evidence base, identify good engagement practice and improve future practice.

Planning for evaluation should commence as early as possible. The scope of activities in the evaluation will vary based on the purpose and scale of the engagement. Early planning enables identification of the criteria that could be used to measure success and the information to be collected to support this, as well as what tools and resources are required. Early evaluation planning also provides an opportunity to clarify the purpose and objectives of the engagement process.

There are a range of ways that performance can be measured including surveys, capturing the number of responses received, the general tone of feedback and a range of other techniques. Following are some examples of the types of measures that could be considered. The Commission is seeking views on the ideas explored below, to help inform the next iteration of the draft Charter, which will be released for statutory consultation later in the year.

What needs to be measured	Possible measures
<p>Reach</p> <p>Did everyone who is impacted and/or interested have an opportunity to participate?</p>	<ul style="list-style-type: none"> ■ The number of people engaged ■ % of people engaged who reported: <ul style="list-style-type: none"> – the size and method of engagement was appropriate for the issue they were engaged on – they were supported to actively contribute to the engagement ■ the engagement was accessible and jargon-free
<p>Impact</p> <p>Was community input considered in the final decision?</p>	<ul style="list-style-type: none"> ■ % of people engaged who reported that their views were: <ul style="list-style-type: none"> – heard and genuinely responded to – genuinely considered in the final decision ■ % of people engaged who were satisfied with the planning outcome ■ % of people who understood how and why the final decision was made
<p>Sociability</p> <p>How did people interact with each other, and did the process build community capacity?</p>	<ul style="list-style-type: none"> ■ The number of opportunities that brought people together ■ % of people engaged who reported the engagement process had a positive impact on community cohesion ■ % of people who reported they heard alternative views and opinions that were different than their own

What needs to be measured	Possible measures
<p>Tone</p> <p>What was the level of emotionality and controversy?</p>	<ul style="list-style-type: none"> ■ The number of self-formed community groups in relation to the project ■ % of people engaged who: <ul style="list-style-type: none"> – reported that their views were heard and genuinely responded to – reported the engagement process had a positive impact on community cohesion
<p>Sustainability</p> <p>Would people participate in similar process in the future?</p>	<ul style="list-style-type: none"> ■ The number of engagement plans ■ % of people engaged who understood why they were being engaged ■ % of plans consistent with Charter Principles ■ % of engagement processes that: <ul style="list-style-type: none"> – measured performance using one or more performance measures from this Charter – demonstrated improved performance through implementing Charter Principles ■ % of people designing the engagement demonstrating they: <ul style="list-style-type: none"> – learnt from the experience – made process improvements
<p>Depth</p> <p>Is there an opportunity for different knowledge and perspectives to be shared? And did people have access to the information they needed?</p>	<ul style="list-style-type: none"> ■ % of people engaged who reported diverse views were included ■ % of people who reported they had the right information available to them to contribute to the process.

Our next steps

This Discussion Draft of the Charter is now available for consultation for 6 weeks. Initial feedback is now sought from a broad audience to assist the Commission in refining the Charter by building on the work of the Panel. This includes exploring in greater detail implementation measures that will assist authorities in making decisions about how to engage, the community's role in the engagement process, and how to evaluate the success (or otherwise) of the engagement process.

Feedback on this Discussion Draft will assist in further refining the Charter. The Commission will then run a second engagement process in accordance with statutory requirements of the Act later in the year. The Commission will then finalise the Charter ready for consideration by the Minister for Planning. This process will complete the drafting of the first edition Charter.

This process is outlined in the diagram below:



A number of engagement activities will be run by the Commission during the 6 week 'informal' consultation process including:

- General community feedback on-line via yourSAy.sa.gov.au and the SA Planning Portal
- Written submissions invited from the general community
- A survey for planning professionals and practitioners on the SA Planning Portal
- Workshop with Elected Members of Council
- Further consultation with the Practitioner Group
- Feedback invited specifically from the Planning Together Panel.

Ongoing refinement

Being the first of its kind, it is recognised that the Charter will need to evolve over time. In its first year, it will primarily be applied to the development of the new State Planning Policies, the Planning and Design Code, and Infrastructure Schemes required under the Act. As the Commission prepares these documents, it will test the Charter and its application to allow for its ongoing evolution. During this time the Commission welcomes feedback to assist in monitoring and improving the Charter.

Implementation assistance will be available for Government agencies, Councils and other practitioners to help consider how they will frame their engagement programs in accordance with the Charter well in advance of them being required to formally undertake this role.

Definitions

State Planning Policies

The State's overarching goals or requirements for the planning system (and to be given effect through the various instruments prepared in the system).

www.saplanningportal.sa.gov.au/our_new_system/state_planning_policies

Regional Plans

A long-term vision for a region or area, including provisions about the integration of land use, transport infrastructure and the public realm, and including maps and plans that relate to spatial patterns that are relevant to the long-term vision.

www.saplanningportal.sa.gov.au/our_new_system/regional_planning

Planning and Design Code

A comprehensive set of policies, rules and classifications which may be selected and applied in the various parts of the State for the purposes of development assessment and related matters within the State. The Code will include the use of zones, subzones, overlays and policies.

www.saplanningportal.sa.gov.au/our_new_system/planning_and_design_code

Design Standards

A design standard that relates to the public realm or infrastructure, which may specify design principles, design standards, or design guidelines.

Infrastructure Delivery Schemes

A scheme approved by the Minister in relation to the provision of basic or general infrastructure, and the funding arrangements associated with the provision of that infrastructure.

www.saplanningportal.sa.gov.au/our_new_system/infrastructure_schemes



Submissions on this discussion paper may be made as follows:

- By:** 9 October 2017
- Email to:** DPTI.PlanningEngagement@sa.gov.au
- Comment on:** www.saplanningportal.sa.gov.au
- On line survey:** yourSAy.sa.gov.au and [www.saplanningportal.sa.gov.au\(practitioners\)](http://www.saplanningportal.sa.gov.au(practitioners))
- Mail to:** The State Planning Commission
GPO Box 1815, Adelaide, SA, 5001

ITEM	1.3.4		
	POLICY AND PLANNING COMMITTEE		
DATE	18 September 2017		
PREV REFS	Salisbury Town Centre Sub-Committee	STCSC3	09/07/2012
	Salisbury Town Centre Sub-Committee	STCSC1	13/08/2012
	Program Review Sub Committee	PRSC3	10/02/2014
	Policy and Planning Committee	1.3.3	20/04/2015
	Policy and Planning Committee	1.10.2	20/07/2015
	Policy and Planning Committee	1.10.2FI	20/07/2015
	Policy and Planning Committee	1.10.1	21/09/2015
	Policy and Planning Committee	1.10.1	20/06/2016
	Policy and Planning Committee	1.10.2	18/07/2016
	Policy and Planning Committee	1.3.1	15/08/2016
	Policy and Planning Committee	1.10.1	12/12/2016
	Policy and Planning Committee	1.10.2	12/12/2016
	Policy and Planning Committee	1.10.1	20/02/2017
	Policy and Planning Committee	1.10.1	17/07/2017
	Policy and Planning Committee	1.10.2	17/07/2017
HEADING	Salisbury Community Hub - Design Development Report		
AUTHOR	Chantal Milton, Manager Strategic Development Projects, City Development		

CITY PLAN LINKS

1.4 Have well planned urban growth that stimulates investment and facilitates greater housing and employment choice.
3.2 Have interesting places where people want to be.
4.4 Embed long term thinking, planning and innovation across the organisation.

SUMMARY

The Salisbury Community Hub is a significant strategic project that will redefine how we provide services and interact with our community while also contributing towards the delivery of Council's endorsed Salisbury City Centre renewal agenda.

A preferred site for the Community Hub was confirmed by Council in July 2016 (Item 1.10.2 Policy and Planning 18/07/2016, Council 25/7/16) and subsequent negotiations commenced to enter into a land contract with the DiMauro Group and resolve the conditions precedent required to secure the site adjacent the Civic Square.

An updated decision milestone program with identified project hold points was endorsed by Council (Item 1.10.2, Policy and Planning Committee 17/07/2017) as part of Council determining a preferred concept design for the Community Hub to proceed to design development and concurrent community engagement.

This report presents the information and findings of the design development phase of work for the Community Hub project to inform a Council decision at the second hold point, where project documentation has reached approximately 30% completion. A decision is required from Council as part of this report to proceed to detailed tender drawings, taking documentation through to approximately 50% design completion which will include detailed service, structural and architectural design drawings to produce tender drawings and a pre-tender cost estimate by December 2017. Subject to Council approval, the drawings would then be issued for tender under a novated design and construct procurement strategy.

In support of the consideration of the design development documentation at the second decision milestone point, this report provides a summary of the outcomes of the community engagement undertaken concurrent with design development.

RECOMMENDATION

1. That the report be received, and the current status of the Salisbury City Centre Community Hub project be noted.
2. That the Salisbury Community Hub Design Development Report – Hassell Studios September 2017 provided as Attachment 2 Item No. 1.3.4 Policy and Planning Committee 18/09/2017) be endorsed to proceed to Detailed Tender Drawings at approximately 50 % design completion, including application for Development Plan Consent, noting that the project program incorporates a further hold point for review and endorsement of the plans prior to a decision by Council to proceed to tender.

ATTACHMENTS

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

1. Community Engagement Report - Design Development August 2017
2. Hassell Studios Design Development Report September 2017 (Circulated under separate cover)
3. Indicative Replacement Parking - 12 James Street Site

1. BACKGROUND

1.1 A regional community hub in the Salisbury City Centre is a strategic opportunity for Council to deliver on multiple strategic objectives including:

- Deliver improved community and civic services and facilities to meet the needs of Salisbury's existing and future community and support increased community use and interactions.
- Offers opportunity for rationalisation of Council's existing facilities to:
 - secure improved service and operational efficiencies;
 - optimise floor space usage; and
 - free up Council owned sites within the Salisbury City Centre for strategic outcomes aligned with Council's objectives for the City Centre and return revenue, through new development and/or re-use on these sites.
- Address the forecast costs associated with the need, in the absence of an alternative, to upgrade the existing Civic Centre to ensure building code compliance in a financially sustainable manner that optimises community benefit from the investment.
- Act as a catalyst for the Salisbury City Centre Renewal Project through attraction of private and government investment into the city centre.

1.2 The renewal of the Salisbury City Centre and the construction of a regional Community Hub has been a major strategic priority for Council for a number of years. Following extensive community consultation, the Salisbury City Centre Renewal Strategy was endorsed by Council (Item STCSC3, Salisbury Town Centre Sub-Committee 09/07/2012). The principles underpinning the implementation plan for the Salisbury City Centre Renewal Strategy was endorsed including the extension of Church Street to Gawler Street/Salisbury Highway requiring the demolition of the existing Civic Centre and reference to a new civic building to be delivered in the short term in the Salisbury City Centre (Item STSC1, Salisbury Town Centre Sub-Committee, 13/08/2012).

1.3 Council resolved as part of the final recommendations relating to the Library and Community Centres Program Review to move towards a community hub model for community centres including a regional hub located in the Salisbury City Centre (Item PRSC3, Program Review Sub-Committee, 10/02/2014).

- 1.4 The principles under the Salisbury City Centre DPA and the supporting Urban Design Framework in support of the Salisbury City Centre Renewal Strategy, including reinforcement of the Church Street extension were subsequently endorsed by Council to guide private investor, Council and Government investments in the City Centre (Item 1.3.1, Policy and Planning, 20/06/2017).
- 1.5 The project is a critical action in the Salisbury City Plan 2030 and a design and delivery budget was included in the 2017/18 Annual Plan for delivery of this project by 2019, subject to milestone decision points by Council across the design process.
- 1.6 Council endorsed a preferred site for the Community Hub (Item 1.10.1, Policy and Planning 18/07/2016) involving a combination of Council's existing Civic Square Carpark and part of a site currently owned by the Parabanks Shopping Centre located adjacent to the Civic Square, subject to contract terms being completed to secure the site.

2. CITY PLAN CRITICAL ACTION

- 2.1 The Salisbury City Centre Community Hub project relates directly to the following City Plan critical actions:
 - 2.1.1 Progress the revitalisation of the Salisbury City Centre including:
 - resourcing place management and activation; and
 - encouraging and supporting private sector investment.
 - 2.1.2 Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 The project governance framework adopted at the beginning of the project identified key decision milestones and regular opportunities for Elected Member input and provision of information, in recognition of the strategic importance and financial commitment linked to this project.
 - 3.1.2 The Design Team received Elected Member feedback during the design development phase at an informal briefing held on 29 August 2017. A summary of key commentary included:
 - Ensure provision for major event space to be held at the southern John Street end of the ground floor (Ground Floor South) maximise integration with the Salisbury Civic Square in addition to capacity at the James Street/Community Hall to enable dual event capacity, including a demountable internal podium solution.
 - Benchmark the event space design standard capacity person per m² from similar projects to test design recommendation of 1m² per person for a seated 'presentation style' event.

- The fixed meeting rooms on the ground floor be removed or designed to be movable to maximise event capacity and ensure adaptability of Ground Floor South space for event mode, and connection to the Civic Square.
- Ensure building and external open spaces include a range of solutions for charging personal devices and mobility devices.
- Detailed analysis should be undertaken by the Design Team on the retention of as much existing infrastructure as possible within the Civic Square, respecting the previous investment made in this space while ensuring functionality of the building and achievement of the project vision.
- Consider safety in design requirements for protection of the Community Hub and Civic Square and the community using these spaces.
- The project should seek opportunities to celebrate and recognise the history and heritage of Salisbury, including specific consideration for improving the maintenance and appearance of the adjacent Methodist Cemetery and consideration of inclusions of Salisbury History references in displays and wayfinding/branding.
- Consider how the proposed floor plate may be able to efficiently and cost effectively accommodate future expansion or changes to community or work need.
- Provide a secure upper level outdoor community space that can be used for community programs and informal community access.
- Consider both capital and building life-cycle operational costs.
- Design for the capacity to zone the building horizontally and vertically for security to support Council's ability to program all or part of the community spaces across a range of hours.

Other commentary from the Informal Strategy session involved a level of detail that will be resolved through future phases of the project including furniture and fit-out selection and was captured separately and provided to the Design Team for future reference.

- 3.1.3 The Executive Group, key Divisional Managers and specialist disciplines across Council continue to be closely involved in this project. Broader engagement has occurred with staff over the last six months as part of the change management program and end user staff involved in the detailed review of individual rooms to ensure functionality needs are considered, as represented in the design development report and associated plans. In addition further consultation will be undertaken with our employees as required in relation to change in workspace design and staff safety issues, consistent with Council's commitment in the Enterprise Agreement and obligations under the Work Health & Safety Act.

3.2 External

- 3.2.1 Community interest and expectations around this project are high. This reflects the potential of the Community Hub to change how our communities use and access services in the Salisbury City Centre, in addition to the quantum of the required financial investment.
- 3.2.2 An external communication and media plan is in place to guide messaging and timing of project communication to external audiences at varying levels of detail. Fuller Brand and Communication have prepared the Salisbury City Centre Renewal – Marketing Communications Strategy 2017-2020. This was endorsed by Council on 26 June 2017, with the Salisbury Community Hub a key destination and project within the overall Salisbury City Centre Renewal strategy communication plan.
- 3.2.3 Following Council endorsement of a preferred concept and release of the site confidentiality in the last week of July 2017, the communications and marketing strategy was activated triggering engagement with key stakeholders, release of project information to the media and community through social and digital communications channels.
- 3.2.4 Council owned communication channels were primarily used to communicate consultation and engagement opportunities for the community and stakeholders, with a small number of paid media channels to achieve a broader level of awareness of the project, and to invite through the community consultation. The following communication tools were used during the design development phase:
- Media releases to established Media;
 - Cooperative communication with key stakeholders and government advocacy;
 - Updates on Council’s social media, including video content;
 - Regular updating of Council website information, with news, video and plans and regularly updated ‘frequently asked questions’ (FAQ);
 - Public displays of available information in City of Salisbury centres and other City of Salisbury library and community centre locations;
 - Variable Message Board signage;
 - Hand delivered information to tenants/owners Salisbury City Centre;
 - Salisbury Aware Magazine feature story;
 - Messenger press advertising; and
 - Radio advertising on local radio.
- 3.2.4 A stand-alone website for the Salisbury City Centre was launched in the last week of July 2017 (www.salisburycitycentre.com) as a forum to share information with the community and stakeholders as well as supporting community engagement, as appropriate, for the different stages of all projects within the Salisbury City Centre Renewal, including the Community Hub.

- 3.2.5 The community engagement methodology that ran concurrent with the Design Development phase was reported to Council on 24/7/17 (Item 1.10.1, Policy and Planning 17/07/2017), involving a range of engagement objectives including:
- Provide information on the project to the community including what is proposed, location, costs and timing.
 - Facilitate direct feedback from the Salisbury community and key stakeholders to the Design Team into specific components concurrent with the design development phase of drawing refinement to produce floor plans and elevations.
- 3.2.6 This engagement strategy was consciously designed to focus on engagement approaches that would support informed feedback through providing information and access to senior project staff /design team members across a wide range of locations. This was designed to offer an opportunity for a broad cross-section of the community to obtain information on the Hub project, to then participate in the provision of informed feedback to influence and inform the design as it developed.
- 3.2.7 A series of engagement sessions were held with the general community and key stakeholders aligned with the engagement objectives above which included:
- Community Drop-in Event - Across four days at Len Beadell Library in timeslots (aligned to late night shopping and library opening) to suit a wide variety of stakeholders.
 - An online and hard copy survey (with identical content) was open across the eleven day engagement period.
 - Existing Library/ Community Facilities 'roadshows' outside the Salisbury City Centre including Para Hills Library, Ingle Farm Library, Salisbury West Library, Mawson Lakes Library and Jack Young Centre.
 - Individual targeted stakeholder session with NASSSA – Northern Adelaide State Secondary Schools Alliance.
 - Invitation Breakfast Event – Strategic Land Owners / Salisbury Business Association/ Elected Members including hand delivered letters to all business owners in Salisbury City Centre.
 - Multicultural Communities – Facilitated Sessions with seven different cultural groups.
 - Re-engagement with Council's Reference Group Session (Salisbury Seniors Alliance, Disability Access Inclusion Network, Reconciliation Action Plan, Youth Council) who previously provided feedback during concept development in May 2017.
 - Full day community pop-up session at Parabanks Shopping Centre.
 - Children's colouring engagement activity – run through Libraries and as part of the community drop-in event.

- 3.2.8 Through the various engagement activities (face to face and online survey) we consulted with approximately 1127 direct participants who engaged in providing feedback on the Salisbury Community Hub Project, over a twelve day open engagement period supported by a two week lead-in promotion including the site announcement. The outcomes of this engagement are presented in detail in Attachment 1 and summarised below:
- Approximately 308 community members participated in one of our 10 drop-in or road show sessions, speaking directly with a project staff member or design team member to learn more about the Community Hub and provide direct feedback.
 - A total of 233 community members participated in one of our facilitated community reference group sessions with existing Council groups including Multi-cultural groups, Salisbury Seniors Alliance, Disability Access and Inclusion Network, Reconciliation Action Plan Working Group and Youth Council.
 - A total of 17 business owners and representatives participated in the Business Breakfast supported by the attendance of an additional 28 project staff, design team representatives and Elected Members, with over 150 invitations hand delivered directly to each business owner/manager in the Salisbury City Centre.
 - All face to face engagement sessions and the online survey was promoted across Council website and Social Media over a four week period from site announcement to delivery of a “thank-you for your participation” video recorded by the Mayor. In total our engagement promotion on Facebook reached 58,479 people, were shared 136 times, receiving 200 reactions and 234 comments.
 - A total of 560 hardcopy and online surveys were returned across the 11 day active engagement period.
 - Nine written comments were received during the open engagement period in addition to the survey responses. Relevant information was incorporated into the survey data general comment responses and total numbers.
- 3.2.9 The 308 community members who attended one of the 10 drop-in sessions held at Len Beadell Library, Jack Young Centre, Parabanks Shopping Centre or one of the suburban libraries spent significant time learning more about the Community Hub project (many in excess of 30 minutes) and passed on direct feedback to the design team or project team members.
- 3.2.10 A small number of residents attending the drop-in sessions raised concerns with staff relating to the project, including the overall cost of the project, specifically a perception that their rates would increase as a result, and the perceived loss of carparking. Many of the resident concerns were alleviated following discussions with project team members and the opportunity for an increased understanding of the

project components. Those community members with unresolved concerns were encouraged /assisted to fill out a survey to ensure their views were captured in the overall results presented as part of this engagement report in Attachment 1. The survey revealed approximately 14% of survey responses raised concerns specifically with the Community Hub proposal.

- 3.2.11 Further analysis of the 72 comments that have been categorised as raising concern with the Community Hub proposal included:
- 24 specific comments opposing the Community Hub project in any format;
 - 22 specific comments that Council should first fix local issues including improving parks/footpaths and road maintenance across the broader Salisbury community; and
 - 20 specific comments that oppose the Community Hub due to a perception that the building would only serve Elected Members and Council Staff as a direct replacement of the civic centre with no community benefit.
- 3.2.12 A further 4% (21 responses) were categorised as neutral providing feedback on other Council issues relating to roads maintenance/ rubbish and other issues in the Salisbury City Centre with no reference to the Community Hub proposal. These issues have been captured as part of this engagement, and feedback will be provided to the Council Administration for review and action as appropriate.
- 3.2.13 Staff members involved in hosting the drop-in the sessions anecdotally confirmed that the level of community understanding and excitement on the project from the majority of community members who visited the drop-in sessions was notable once they understood the extent of new community spaces proposed, most notably the entertainment and community bookable spaces and the concept of how the building would be opened up to the community across the ground and first floor and integrate with an enlarged Civic Square.
- 3.2.14 The survey results demonstrate 82% (463 responses) included specific commentary supporting the Community Hub proposal, indicated no further comments but balance of survey outlined supportive comments to the proposal/ design intent. Supportive comments included specific building design feedback that has been provided to the Design Team or support for proposal with additional feedback on the Salisbury City Centre.
- 3.2.15 Preliminary engagement results from each group of sessions were provided to the Design Team in a progressive manner throughout the engagement period to inform the concurrent development of the floor plan designs, and feedback as outlined in the engagement report has informed designs presented to Council as part of this report.

- 3.2.16 A Project Control Group (PCG) involving two Elected Member representatives from the Audit Committee, senior staff and external specialists was established in October 2016 and meets on a monthly basis. The external membership includes a community facilities and projects specialist, a legal/probity advisor, Design Team representative and Project Cost Manager. The PCG met twice across the design development period and provided direct feedback that has informed the design development plans presented as part of this report.
- 3.2.17 The Government Architect from the Office for Design and Architecture South Australia (ODASA) provided feedback on the concept design drawings as reported in (Item 1.10.2, Policy and Planning) 17/07/2017). A second voluntary design review session will be held with ODASA on the refined design development plans in the first week of October.

4. ARCHITECTURAL BUILT FORM & CITY CENTRE INTEGRATION

- 4.1 The Hassell design development report provided as Attachment 2 of this report is the design teams consolidated response to Council's brief, Council feedback returned through the concept design phase; design refinement completed through the design development phase and associated feedback received as a result of the community engagement. The design development report reflects an increasing level of detail commensurate with drawings proceeding to approximately 30% completion, but it should also be noted that not all issues are resolved at the 30% design phase, and there is still considerable work required to further refine the plan as part of the next phase leading to 50% design pre-tender.
- 4.2 The overall building area for the Salisbury Community Hub represented in the design development drawings represents approximately a 5% reduction from the starting schedule of areas, achieved through identifying duplicated areas without impacting on the functionality, flexibility or future expansion capacity of the building.
- 4.3 There are both opportunities and challenges that the design team has considered in respect to the detailing of an architectural built form for Council's preferred site for the Community Hub on the Civic Square. This includes immediate site constraints / opportunities and the requirements of the building to contribute towards the broader Salisbury City Centre renewal agenda while responding to the City's existing character.
- 4.4 An important consideration for Council is what form and quality of architectural design delivered through the Salisbury Community Hub project will best influence improved built form quality and scale through private investment and redevelopment in the City Centre, closely aligned to the form of development envisaged in Council strategies and planning policy, and will set a benchmark for subsequent private sector development.
- 4.5 The key architectural design responses reflected in the refined design development report include:
- 4.5.1 The building has its main and longest frontage to the Civic Square that has a westerly orientation. The architectural built form presented in the design development drawings uses variation in floor plate position between the levels to provide shading to lower levels for energy

efficiency and provision of weather relief to pedestrians along the Civic Square and John Street frontages to gain access to the building entrance, centered on the Civic Square. This architectural form is considered to provide a timeless yet modern, environmental responsive architectural style that is well suited to the Salisbury City Centre location, setting a clear standard and direction for built form from private investors that follow this Council investment.

- 4.5.2 The blocking and stacking of the building form is wrapped around an efficient and cost effective building column structural grid spanning 7.2 by 7.2 metres. This structural grid provides a regular frame to the building form that is efficient and reduces engineering and structural costs, facilitates cost effective articulation to the built form and provides a platform for efficient and cost-effective modular expansion of the building should that be required in future years. Using an efficient structural grid as a fundamental design driver is supported by Rider Levett Bucknall who are advising Council directly as the project Cost Managers. The removal of columns and additional spanning for the main Community Hall and Council Chamber to provide a column free space has been incorporated to optimise functionality whilst also containing costs.
- 4.5.3 The preferred Community Hub site has a significant footprint, spanning approximately 75 metres by 35 metres. The design team has addressed the depth of floor plate and challenge that brings to achieve natural light penetration from the external façades through the design of multi-purpose central void spaces. The void spaces are providing both exhibition and gallery opportunities as part of the surrounding walls, elevated viewing areas for ground floor events in addition to natural light and a sense of openness through the two community floors.
- 4.6 The key City Centre integration design responses reflected in the refined design development drawings and associated report include:
 - 4.6.1 The design provides for an expansion of the existing Civic Square public open space of approximately 80m² and provides improved weather protection to a portion of the open space through the use of overhangs from the upper floors of the Community Hub to both the Civic Square and immediately adjacent street frontages, improving usability across a wider range of seasons. In addition to the expanded Civic Square space, a community terrace/balcony of approximately 180m² is provided on Level 1 overlooking the Civic Square that can be used for unstructured learning, programmed activities and hired for events, and the Civic Square will also expand adjacent to the eastern side of the cemetery.
 - 4.6.2 The existing cemetery provides a challenge to the interface of the building to the western edge at the ground floor level, but a positive outlook through the established tree canopy at upper levels. An extension to the Civic Square, ten metres wide is proposed along this eastern cemetery edge. A grassed / planted area is proposed in this location as a breakout space to the community hall and as a vegetated interface to the historic cemetery. Opportunities for historical

- information and guides as part of this walkway will be explored further through the next phase of design.
- 4.6.3 A critical pedestrian connection exists between James Street and the Spaceland Arcade providing a connection between Wiltshire Street and the Parabanks Shopping Centre. The entrance to the Community Hub is proposed to be centred on the Civic Square as part of this desire line with view lines open in both directions to maximise permeability and legibility for pedestrians navigating the City Centre on foot.
- 4.6.4 The location of the Parabanks service lane and the light and air and access rights of way negotiated as part of the land acquisition requires the core and service areas of the building to be located along this eastern edge, with no public access to the Community Hub from this side of the building. The Community Hub building is setback from this boundary to facilitate carparking, transformers, bin storage, loading bays and fire exits. All public access and the majority of staff access will occur through the main community entrance on the Civic Square.
- 4.6.5 A total of 16 short term and equal access (disability and parent parking) is provided along a reconstructed James Street. Five of these carparks are located immediately behind the building in a location that can support disabled permit and short term staff use access as required. The majority of staff parking will be retained on the 12 James Street site, to avoid reconstruction costs, with the existing staff carpark expanded to replace those carparks needing to be relocated as a result of the Community Hub project, supported by improved pedestrian connectivity, lighting and CCTV security installed as part of the project budget. This is consistent with Council's commitment that there would be no net loss of car parking in the Salisbury City Centre as a result of the Hub project. An indicative plan for replacement parking on the 12 James Street site is contained at Attachment 4, noting that further work will occur in relation to the design and location of the parking area as part of the next design phase.
- 4.6.6 The design development concept plans focus on the building responding and interacting with the existing outdoor streets and public spaces. The building is designed to open up to the Civic Square through the main entrance and two sets of operable doors, one immediately adjacent to the Community Hall and the other within the information/learning space, to support major events expanding out into the Civic Square in event mode for Ground Floor South.
- 4.6.7 The balance of the street interface of the building has been designed with a transparent façade to John Street. The James Street frontage has approximately a 500mm level difference between the short term high turnover carparking and the Community Hall. This level change supports separation of vehicles to the side wall of the building from accidental damage and distraction of users of the Community Hall from the vehicle movements but will require a small level change through this walkway along the cemetery. The final extents of glass on this ground floor façade will be detailed as part of detailed tender drawings to balance safety,

- internal light and maximise functionality and use of the Community Halls.
- 4.6.8 The Design Team has begun the process to consider safety in design requirements for protection of the Community Hub and Civic Square and the community using these spaces from vehicle egress. This will include solutions to the road frontages to provide landscape and streetscape elements that act as a barrier, and designated event vehicle locations that may be controlled through the use of bollards. This will be further detailed and viewed as part of the tender drawing stage of design but is a core principle informing the rework within the Civic Square given the proposal will increase the volume and frequency of community members congregating in this area
- 4.6.9 An outdoor screen, integrated into the Civic Square façade is proposed to serve both a major event capability for outdoor movie and sporting event broadcasting in addition to digital messaging and wayfinding for Council events and programs. The final size, ownership model, and location of the screen to maximise view lines will be confirmed through detailed design phase.
- 4.6.10 The Design Team have considered in the design of the expansion of the Civic Square and the retention of as much existing infrastructure as possible within the Civic Square, respecting the previous investment in this space while ensuring functionality of the building and achievement of the project vision. The design development report presents details of the area of the Civic Square to be retained including the highly utilised playground, artwork, water feature and raised garden bed to John Street. Approximately 30% of the civic square area will be upgraded to integrate with the Community Hub in terms of levels and paving treatments, and create the event mode over flow space to support a range of community events both inside and outside the building, including pop-up markets and outdoor cinema nights. The Design Team have calculated that 60% of the previous investment in the Civic Square will be retained, with a further 15% of existing infrastructure invested identified for salvage and reuse on other Council reserves, including the large performance shelter. Part of the initial project delivery of the Civic Square was funded by the State Government Places for People/ Open Space Funding equivalent to \$400,000 of the initial investment.

5. BUILDING FUNCTIONALITY AND FUTURE PROOFING

- 5.1 The design team have formed up the location and sizing for all proposed spaces and functionality analysis to produce refined floor plans as part of design development phase. While further refinement will be undertaken across detailed design and as part of furniture and fit-out selections the location of key facilities within the floor plate are part of the design development report provided to Council for endorsement as part of this report.

- 5.2 Major changes to room locations, functionality or facility inclusions post this design development hold point for works not considered loose fit furniture, fixtures and equipment risk abortive works and costs being incurred for changes. However it should be emphasised that a requirement of the Design Brief is for the building to be highly flexible and adaptable for a range of activities, particularly across ground floor and level 1, and this has been achieved in the current design. With flexibility, the focus is on high functionality for the activities that the building is used for the majority of the time (such as learning and information centre, customer service and smaller meetings), with acceptable functionality for activities that are less frequent (e.g. large meetings).
- 5.3 The key building functionality reflected in the refined design development report include:
- 5.3.1 The ground floor and majority of the first floor provides a range of formal and informal community spaces that support increased community use without relying upon curation of events and programs at all times of the day. These areas are designed to be attractive and inviting to the community to simply spend time not money, meet friends, interact with other businesses and community members, attend programs, participate in quiet independent study and generally feel part of the Salisbury community.
- 5.3.2 Through the further refinement of the plans from Design Concept stage and the on-going value management exercise undertaken to ensure that the Hub project is within budget, more accurate information progressively becomes available regarding the detail of the project as the design is developed. Using the current Design Development Plans as the basis for calculation, approximately 55% of the total building area is designated as community accessible areas located over the majority of the ground and first floor. The community area expands outside office hours through access by the community to meeting spaces not required by the Council administration on Level 1, and in addition, as discussed above, the project is delivering an additional outdoor terrace (approximately 180m²) and expanded civic square space (approximately 80m²) for community entertainment and activity over and above the internal community spaces.
- 5.3.3 Information/Learning considered as a contemporary interpretation of a library is proposed for delivery through a dispersed model, distributing the library book collection, programs and services throughout the ground floor and first level. The space has been designed to accommodate a 20% increase in foot traffic, which advice from the Design Team confirms is common following the opening of new facilities and support future population growth. Book collection display is catered for in the design with the majority of shelving and furniture for the information / learning centre proposed to be external wall shelving or low height 'loose fit' shelving to enable it to be stored when the building is in "event mode" as part of the building's multi-purpose functionality. The value add for information/ learning services in the Community Hub is the ability for the services to expand into the Community Hall, Council Chamber, outdoor terrace and other meeting and training rooms for

programs and events as required providing improved capacity for new programs and events within a reduced library footprint. Also contributing to the total floor area reduction is the avoidance of a duplicated entrance, amenities and reception floor areas due to the Hub being a combined multi-use facility, with a concomitant significant increase in service functionality and programs.

- 5.3.4 Customer Service is proposed to be delivered through a hybrid concierge model, involving a combination of face to face contact and self-serve payment machines for a range of Council services. The self-service model involves a number of customer service pods, that can be moved across the ground and first floor, to respond to need, used for both library and customer service requests. Upon arrival a concierge, supported by mobile technology, will be available to support people to orientate the building and direct them to either a customer service Council staff member and/or technology information / payment option depending on their need, or to other parts of the building as required.
- 5.3.5 Learnings have been incorporated in the design from many of the recently-completed tertiary student hubs, with consideration of how the customer service pods can be clustered or supported by other computer technology within information/learning during peak demand periods (such as dog registration and/or after a major storm event) to provide an improved level of service delivery. An electronic queuing system is also being explored for peak services such as the Justice of the Peace that will enable people to explore the building while waiting for service, rather than being required to wait in a line or waiting area.
- 5.3.6 The ground floor configuration supports the holding of a range of different sized major events for up to 500 people seated, and flexibility for multiple events to be held in the building at the same time, whilst also retaining the functionality and operation of Council's core service delivery and information and learning services. This is achieved through using a combination of contiguous ground and level 1 floor areas and movable loose-fit furniture and shelving that allow the space to be easily opened up and reconfigured.
- 5.3.7 The design development report provided as Attachment 2 includes "event mode" drawings for the different configurations described above and an artist impression of the ground floor in "event mode" to present a representation of the flexibility and capability built into the Community Hub building to host events of a range of sizes, many of which cannot be held currently in the City of Salisbury.
- 5.3.8 A range of different event mode configurations are outlined in the design development report along with potential capacity within each area, which is summarised as:
- **Ground Floor South (John Street)** – Information Learning/ Gallery Foyer and Main Civic Square for events ranging in size from 300 to 500 seated with larger outside overflow of up to 900 for a major cinema screening, increasing further during major community festival event. This space is the primary

“event mode” designed on the ground floor with the highest capacity. This location would utilise a demountable stage, indoor AV and/or outside screen combination with supporting speaker systems. This location also has the ability for events to be viewed from a mezzanine staircase landing located above the ground floor ‘flex rooms’.

- **Ground Floor North (James Street)** – Community Halls (1 and 2), for events ranging in size up to 250 people seated with outside overflow and utilizing information learning and outdoor spill space. A larger area could be made available at this end of the building, however the location of the computers, library returns and café would make this logistically more difficult than the John Street end of the building. This location utilises Audio Visual equipment in the Community Hall for events, and an openable wall system between the Community Halls and information/learning space that folds back to open up completely to the information/learning space. There is also an openable wall section/door to the Outdoor Space adjacent the Cemetery. This location also has the ability for events to be viewed from the staircase landing above the flex rooms.
- **Ground Floor combined** - incorporating all indoor ground floor spaces and the full extent of the Civic Square and for major events such as the Salisbury Secret Garden combining this with the temporary closure of John and James Street to host upwards of 3000 people. The location of the Community Hub building as part of this festival event mode provides increased capacity for major events to respond to extreme heat or weather with opportunity to move events indoors at a large scale to avoid cancellations that have occurred in the past for major community events due to extreme weather.
- In addition to the Ground Floor event capacity there is significant hire and community event capacity built into Level 1 that provides an alternative “event mode” space. This includes the ability to use the Council Chamber, information/learning area combined with the outdoor Terrace for events of between 100 and 300 people. It is anticipated that level 1 could host sit down meals, business breakfasts and catered functions while retaining full functionality and use of the ground floor spaces for daily operations.
- The “event mode” functionality designed into the design development drawings is supported by a catering overlay that has been tested with catering industry expert. This involves both a fully fitted out kitchen on level 1, positioned to support hot food catering and provision of meals required to support hot food service as part of a business breakfast or other similar function in addition to the weekly requirements of Elected Members. The ground floor is considered to most likely be

supported by canape or finger food style catering, with a 'flex' meeting room under the stairs that is fitted out with servery functionality required to support an external caterer to plate and serve with direct access to the rear loading bay. The flex meeting room will be used for information learning activities and for immunisation service provision when not required for catering, encapsulating the multi-purpose and mixed functionality embedded in all areas of the Community Hub.

- 5.3.9 The Council Chamber and associated Committee Room functionality are designed into Level 1. The position in the building supports the use of the information/learning gathering space and informal lounge to be used as the gallery gathering space and overflow area in the event of a large public meeting, supported by internal AV screens that could display a live meeting feed. The chamber and gallery is approximately the same size as the current space, with movable furniture and fit-out to ensure this space can be used for information/learning and community use when not required for Council civic activities. The final configuration of this space and furniture needs will be detailed in the next phase of design, in consultation with Elected Members.
- 5.3.10 The gallery/exhibition space will be distributed through the building, including a mix of physical and digital art display opportunities including projection on the outdoor screen and digital displays throughout the building. For major curated art shows such as the Watershed Art Prize, spaces including the Community Hall would be booked for formal display as per the current process with the John Harvey Gallery.
- 5.3.11 A ground floor café of between 50 and 80m² is proposed within the design located immediately off the entry, to support a commercial lease arrangement maximising visibility and providing opportunities for the café to expand with the introduction of outdoor dining and/or side coffee window. The café is budgeted as a 'cold shell' construction with the base build covering the cost of the floor, walls and ceiling and provision of capped services with the tenant bringing in the loose fit joinery and furniture. This solution allows the café to be removed in the future if Council requires this space for expansion of community uses. The potential lease returns from this space based on preliminary advice sourced from two northern area leasing agents is between \$250 and \$300 per m² plus outgoings, assuming fit-out costs covered by the lease.
- 5.3.12 There are a range of meetings rooms required to service identified community need within the building, including rooms for private conversations such as the Justice of the Peace, Home Assist/Cemetery, private meetings between community and/or Council staff, immunisation services, and a secure room that has dual access and alarm systems if required to manage a difficult or aggressive interaction with a customer. The location of fixed format meeting rooms was reconsidered between the ground floor core locations and Level 1 community spaces as a result of feedback received during the design development phase. Where retained as part of the open information/learning space for access and functionality, these meeting rooms have been redesigned to be movable

joinery that is generally transparent and able to be folded back to support the Community Hub when additional floor area is required for 'event mode' on the Ground Floor South John Street section of the ground floor.

- 5.3.13 Level 1 is a floor that is a shared between community and Council Elected Members and administration. Meeting/training rooms are shared and flex between community and work spaces and Elected Member space, providing an opportunity for area efficiency and an inbuilt capacity to move the boundaries between community and workplace/Elected Member space in the future within the existing building footprint should demand require. This also provides the Council/community interface where Mayor, CEO and the boardroom is located for external visitors along with amenities space for Elected Member access.
- 5.3.14 The upper two floors is made up of work place, designed with a flexible layout characterised by loose fit furniture and shelving consistent with the proposed transition to more flexible work arrangements aligned to functional needs. This model provides capacity for the building to adjust to changing operational needs in a cost-effective manner and a reduction in the overall office footprint from the existing 12 James Street site, whilst also continuing to accommodate existing library staff in the new information learning space under a dispersed model.
- 5.3.15 To manage fire control requirements through the building the larger multi-purpose void connecting the ground and level 1 are offset from the smaller voids that connect staircases up to workplace level 2 and 3 designed for light transfer and vertical connection between the buildings. The position of voids also assists in providing visual and physical security between work areas and public areas, and reduces direct noise transfer between these areas.
- 5.3.16 The office accommodation on level 2 and 3 can be easily zoned off from the community spaces in the building to create a secure area. Zoning of the community accessible floors both vertically between ground and level 1 and horizontally between the sides of the building is possible to support individual programming across a range of hours. However, the building is not designed to have fixed security screens rather the building will use a mix of movable furniture, and security hire as required along with CCTV to manage horizontal and vertical zoning within the community accessible spaces.
- 5.3.17 The ground floor area of the building is characterised by large open spaces and loose fit/flexible furniture and joinery to support the building operating in major event modes as outlined in 5.3.8. While this flexibility is critical, the interior design, materiality and layout of these large open spaces requires specific solutions to ensure the large space is broken down into zones that create a sense of discovery, and comfort occupying the space. This will require selection of appropriate materials, floor coverings and loose fit furniture to break up the space into comfortable zones for daily operations.

- 5.4 The key building future proofing approaches incorporated into the refined design development report include:
- 5.4.1 An expansion area has been designed into the building to support cost effective expansion of indoor floor space should it be required in the future. An expansion concrete slab area to the north of the designated office area on Level 2 of approximately 225m² can be cost effectively enclosed into additional floor space in the future if required. This allows for transfer of work area from Level 1 to the expansion area to provide for increased community space on Level 1 if required, or for expansion of work space. The balance of the roof areas has been costed as roof where future expansion capacity is not required.
 - 5.4.2 The Community Hall and adjacent amenities area and external openable wall/door to the Civic Square adjacent the cemetery and James Street have been designed to operate under back-up power and mechanical services, able to be zoned off from the balance of the building and ground floor during periods of extended power outage, to enable any required customer service functions to be delivered during these periods from this section of the building. A plug point for a hire back-up generator to retain base operations in the building within this zoned area has been designed, with the hire generator able to be parked in the immediately adjacent car parks if ever required.
 - 5.4.3 A data centre is currently required for Council core operations, replacing the equivalent equipment in the existing Civic Centre. In the medium term (5-10) years it is likely that this Data Centre would no longer be required as Council transitions to a cloud based /offsite data storage solution. Early transition to avoid capital costs of the data centre was investigated but operating costs were prohibitive at this stage. This data centre room has been designed with temperature control and fire suppression that is ideal for a transition to use as battery storage for back-up power in the future once technology advances and the price of battery storage for power generation reduces, or can be utilised for other purposes as may be required.
 - 5.4.4 The floor load design reflects the requirement for flexibility in use of the different floor areas, with ground and level 1 identified as building areas that are likely to change use in the future. The current Community Hub design and the associated cost opinions, assume a 5kPa load level on the ground floor which supports anticipated floor loading from crowds and the potential for vehicles to drive on the floor for display purposes should it ever be required. Level 1 will be designed with a 4kPa book stock level which allows for library loads, general public assembly areas and gallery spaces. The future uses of level 2 and 3 due to limitations relating to stair and lift access are unlikely to ever be used outside an office or similar use and as such these levels are designed with a 3kPa load level to manage costs.

5.4.5 The design development drawings support an area where mechanical plant can be positioned on each level of the building rather than centralised on the roof. This provides improved abilities to zone levels from each other and within the floor plate itself that assists to minimise future running cost of plant equipment. This mechanical solution would also support levels in the building being leased out separately for tenant use in the future to retain maximum flexibility for Council. This solution will be further tested, including complete lifecycle cost and maintenance considerations as part of the tender drawing phase.

6. ORDER OF COSTS

- 6.1 RLB have been engaged by Council as cost managers on the project, and are responsible for managing the cost plan and providing monthly reports against this cost plan for review by the Project Control Group. The Cost Manager also has a direct involvement with the Project Client Representative (PCR) and Design Team, providing ongoing monitoring of evolving architectural design against cost targets, analysis of life cycle costs comparing upfront capital versus recurrent costs, leading value management workshops, provision of advice throughout the construction contractor tender, and evaluation of monthly progress payment certificates during construction.
- 6.2 As part of selecting the preferred site for the Salisbury Community Hub (Item 1.10.2, Policy and Planning 18/07/2016), Rider Levett Bucknall (RLB) in their role on the Advisory Group prepared a preliminary order of costs using benchmark values against the adopted floor area. The order of costs for the site confirmed at the time that the project scope was within 1% of the established capital budget of \$43.82 million adopted in the 2016/17 Annual Plan. At approximately 15% Concept the cost estimates showed the building design was on budget.
- 6.3 The original adopted budget RLB benchmarked for the project is reproduced in Table 1 below with both the 15% concept as reported (Item 1.10.1, Policy and Planning, 17/07/2017) with revised notional 30% design development stage estimate referenced to the approved Project Capital Budget, confirming that the project is currently estimated as on the current approved project budget.

Table 1	16/17 Annual Plan Approved Project Capital Budget (Hypothetical Location)	Option B 4 Storey Option (15% Concept)	4 Storey Design Development (30% Drawings)
<i>Demolition & Site Preparation</i>	\$698k	\$220k (1)	\$210k
<i>Site Infrastructure & Servicing</i>	\$830k	\$617k	\$617k
<i>Building Works including contingencies</i>	\$36.29m.	\$38.98m	\$39.576m
<i>FF&E/AV/ICT: \$3.43m.</i>	Included. in Building works	Included. in Building Works	Included in Building works
<i>Decanting and Relocation</i>	\$140k	\$85k	\$85k

<i>Post Occupancy Tuning & Project Communications</i>	Incl.	\$205k	\$205k
<i>Open Space / Streetscape Upgrade</i>	\$2m.	\$1.75m	\$1.607m
<i>Demolition Civic Building & Carpark Replacement</i>	\$3.6m	\$1.06m	\$1.06m
<i>Project Client Representative (outside normal professional fee allowances)</i>	Incl.	Incl.	Incl.
Total Order of Cost Estimate	\$43.82m *Reduced to \$43.36m (1)	\$43.36m (2)	\$43.36 (2)
<i>Net Project Cost following identified returns from sale of Len Beadell & 12 James Street land holdings</i>	\$36.82m	\$36.36m	\$36.36m

(1) Noting that the \$460k allowance for relocation of the electrical infrastructure from the DiMauro site included in this line item in the approved budget has been transferred from the Community Hub budget to the Land Acquisition Budget, resulting in no net change, with a subsequent reduction in the starting budget for direct comparison.

(2) All figures include design/preliminaries and full contingency allowances, and cost assumptions incorporate escalation through to 2019, (noting the original Approved Budget including escalation only through to 2018).

- 6.4 The costs estimates reflected in the table above retain design and construction contingencies in addition to a reasonable capacity to respond to potential latent conditions on the site that may be identified.
- 6.5 The capital expenditure for a building of this scale and complexity is substantial but needs to be considered and balanced against the potential for operational savings achieved through increased efficiencies. The order of cost opinions above assume construction and selection of plant and equipment that will achieve a minimum 5 star Green Star rating/ 5 star National Australian Building Energy Rating (NABER) in construction. Council's Cost Managers estimate that this will deliver an approximate 50% energy cost savings from the current costs to run existing facilities.
- 6.6 The ongoing operating cost saving principles has been explored as part of design development relating primarily to mechanical plant and design solutions specifically air handling and thermal plant to identify the most cost effective 'whole of life' solution balancing upfront capital, energy efficiency, asset life and maintenance imposts, findings to date are contained within Attachment 2.
- 6.7 A value management session was held during design development to look for efficiencies and cost savings in the building design and fit-out requirements. This value management focus identified a range of target areas that are adopted in the design development report including:
- Floor area reductions possible without impacting on building functionality;
 - Removal of rubbish storage, transformers and bike storage to an external fenced area in the laneway to remove from building core to reduce the cost per m2 of these areas;

- Extent of future expansion space and floor loads to refine back to a single expansion area rather than multiple solutions, allowing balance to be delivered with a more cost effective roof design; and
- Explore options for leasing the fixed outdoor event screen, considerate of the speed of technological advancement and maintenance.

The value management process will continue through the tender drawing stage

- 6.8 The design process has also kept as a key principle, design solutions and construction and fit-out material selections that can best support local procurement and construction activity from the northern Adelaide region. While this will continue to be explored through detailed tender drawings, the opportunities identified to date include:
- Design of a ‘shop-front’ façade system to support local procurement and a cost saving on the project, rather than a complex imported façade system design.
 - Steel fabrication/ pre-cast wall construction solution.
 - Paving and concrete floor finishes.
 - Landscape.
 - Joinery and furniture suppliers that supply and/or assemble locally.
- 6.9 At a notional 30% design stage, the cost managers RLB have advised that the project concept is within the allocated budget, noting that there is an on-going value management process to be applied throughout the project. This is a solid position for Council to proceed into detailed design, where cost will be further refined through detailed mechanical, structural and architectural solutions, and a range of further value management opportunities will be explored including ongoing consideration of whole of life cycle costs for the project to produce a pre-tender estimate by December 2017.
- 6.10 It is recognised that as a result of the revised critical path and decision program presented in July (Item 1.10.2, Policy and Planning 17/07/17) that the forecast expenditure for cash flow in 17/18 budget is required to be recast, to respond to a later construction start than that anticipated in the Annual Plan. This cash flow timing will be monitored and reported through Budget Review 3 17/18 as appropriate.

7. PROJECT PROGRAM AND MILESTONE DECISIONS

- 7.1 As last reported to Council (Item 1.10.2, Policy and Planning Committee, 17/07/17) a project critical path program and Council decision milestones for the design phase commencing early 2017 was endorsed by Council identifying key decision hold points. Subject to Council’s decision in response to the recommendations in this report, no further changes are required to the last endorsed project program and decision hold points. This program may continue to adjust subject to the level of progress achieved through the architectural design process. Special Council meetings may be required to facilitate key decisions located on the critical path; however the milestone program is currently based around scheduled committee and Council meetings wherever possible.

- 7.2 A formal request was made to the Development Assessment Commission (DAC) seeking confirmation as to the State Government’s position on the relevant authority for the assessment of a future development application given Council’s role in the delivery of the project. Confirmation was received from DAC, dated 1 August 2017 that they did not consider the appointment of the Commission as relevant authority was warranted and that Council’s Development Assessment Panel would be best placed to consider the issues as independent to Council. Under the Planning Reforms the State Commission Assessment Panel (SCAP) assumed the functions, powers and duties of the Development Assessment Commission (DAC) on 1 August 2017. A follow-up request has been made to SCAP who have confirmed the initial advice and that Council’s Development Assessment Panel is considered the appropriate relevant authority. The approval authority has been updated in the project program table below, with an application for Development Plan Consent to be lodged post the design development hold point decision by Council as part of this report seeking to secure approval by the end of 2017.
- 7.3 There will be ongoing input by the Elected Members in the process at the points reflected on the program. The key dates and Council decision points are reflected in the summary table below for ease of reference. Opportunities to reduce this overall project timeline will be actively explored with the Design Team and as part of the Principal Construction Contractor procurement.

Key Program Phases and Council Decision Milestones – Design Program	Forecast Project Timeline	
Concept Design (15% Design) Endorsement and Section 48 Prudential Report	April – June 2017 Council Decision 24 July 2017 –Endorsed project to proceed to design development	
Design Team – Design Development Phase (30% Design)	Late July – Mid September 2017	
Design Development Endorsement by Council (CURRENT STAGE)	Informal Strategy 29 August 2017 Policy and Planning 18 September 2017	Council Decision 25 September 2017 On project design and approval to proceed to 50% Tender drawings

Development Plan Consent target date City of Salisbury Development Assessment Panel	Late Sept – December 2017	
Detailed Tender Drawings	Complete by late November	
Pre-Tender Cost Estimate – 50% Design (HOLD POINT)	Policy and Planning 11 December 2017	Council Decision 18 December 2017 to release drawings for Request for Tender and Principal Contractor procurement
Principal Contractor Engagement and novation of Design Team – 2 step process (EOI and RFT)	Complete by April 2018 * <i>Noting that the EOI process is run concurrent with the Hold Point above with the pre-tender cost estimate informing the Stage 2 RFT</i>	
Contractor Engagement	Policy and Planning 16 March 2018	Council Decision (required only if tender submissions exceed endorsed pre-tender costs estimate at 50%). 23 March 2018
Building Works / Fit-out and external landscape and streetscape upgrades NOTE: Council election caretaker period September-November 2018	May 2018 - September 2019 Community Hub Open	
Target date for EOI Market Approach for Council Owned Sites (Len Beadell Library and others to be determined)	Mid 2018	
Demolition of existing City of Salisbury Civic Centre and construction of new carpark	Complete by January 2020	

8. CONCLUSION / NEXT STEPS

- 8.1 This report presents the outcomes of the design development phase that has progressed to date on the Salisbury Community Hub drawings to a notional 30% completion stage. This is the second pre-determined project decision hold points on the project.

- 8.2 The next step, subject to the decision of Council, is to progress the current design forward through detailed tender drawings up to a 50% design completion stage across the next ten weeks, to produce a pre-tender estimate and final detailed drawings for consideration by Council in December 2017. The detailed tender drawings phase will further document:
- Structural and mechanical systems and layouts with detailed lifecycle costings;
 - Refined furniture layouts, materiality and selections; and
 - Detailed costing against budget (including life cycle cost analysis) in the form of a pre-tender estimate for Council consideration at the next hold point scheduled in December 2017.
- 8.3 Post the decision of Council to proceed past design development, artist impressions, internal floor plans and site layouts including the design development report provided as Attachment 2 will be promoted out into the community to an “inform” level of engagement, including information relating to the design development community engagement outcomes presented in Attachment 1 and design adjustments adopted as a result as part of the pre-determined project communication strategy.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 14.09.17



Salisbury Community Hub

Design Development Community Engagement Summary Report

September 2017



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Executive Summary

Through the various engagement activities (face to face and online survey) we consulted with approximately **1127 direct participants** engage in providing feedback on the Salisbury Community Hub Project, over a **12 day open engagement period** supported by a two week lead-in promotion including the site announcement.

- > Approximately **308¹ community members** participated in one of our 10 drop-in or road show sessions, speaking directly with a project staff member or design team member to learn more about the Community Hub and provide direct feedback.
- > A total of **233 community members** participated in one of our facilitated community reference group sessions with existing Council groups including Multi-cultural groups, Salisbury Seniors Alliance, Disability Access and Inclusion Network, Reconciliation Action Plan Working Group and Youth Council.
- > A total of **17 business owners and representatives** participated in the Business Breakfast supported by the attendance of an additional 17 project staff, design team representatives and Elected Members from the hand delivery of over **150 invitations** directly to each business owner/manager in the Salisbury City Centre.
- > All face to face engagement sessions and the online survey were promoted through Social Media over a four week period from site announcement to a 'thank-you for your participation' video. In total our engagement promotion Facebook posts reach **58,479 people**, were shared 136 times, receiving 200 reactions and 234 comments.
- > A total of **560 hardcopy and online surveys** were returned across the **12 day active engagement period**.
- > **Nine written comments** were received during the engagement period in addition to the survey. Relevant information was incorporated into the survey data general comment responses and are reflected in the total numbers above.

The 308 community members who attended one of the 10 drop-in sessions held at Len Beadell Library, Jack Young Centre, Parabanks Shopping Centre or one of the branch libraries spent significant time learning more about the Community Hub project (many in excess of 30 minutes) and passed on direct feedback, and were encouraged to fill in a survey.

Those community members with unresolved concerns were encouraged /assisted to fill out a survey to ensure their views were captured in the overall results presented as part of this engagement report. Approximately **14% of survey responses raised concerns on the Community Hub proposal**.

A further **4%** of survey's provided feedback on other Council issues relating to roads maintenance/ rubbish and other issues in the Salisbury City Centre that have been captured as part of this engagement, and will be provided to the relevant Council Department for review and action as appropriate.

Staff members involved in hosting the drop-in the sessions anecdotally confirmed that the level of community understanding and excitement on the project from the majority of community members who visited the drop-in sessions was notable once they understood the extent of new community spaces proposed, the entertainment and community bookable spaces, and how the building would be opened up to the community across the ground and first floor and integrate with an enlarged Civic Square.

The survey results demonstrate **82% of community members who participated in Community Hub engagement through a survey response were supportive of the Community Hub project** through provision of design feedback, positive commentary, or noting that they had no further comments on the proposal with the balance of the survey feedback positive.

Preliminary drafts of this report were provided to the Design Team weekly throughout the engagement period to inform the concurrent design development. This final report is provided to Council to inform the decision at the conclusion of the design development phase of the Community Hub project in September 2017.

¹ Participation numbers are based on a recorded number of community members who stopped and talked to a member of staff throughout the drop-in and road show sessions. Some of these participants completed a survey subsequent to their initial participation and will be recorded twice in the overall participant numbers. Note however that the breakdown of responses is based only on written responses (surveys / letters) not total participant numbers.

Project Context and Introduction

The Salisbury Community Hub is a significant strategic project that will redefine how we provide services and interact with our community while also contributing towards the delivery of the endorsed Salisbury City Centre renewal agenda. The project is a critical action in Council's Salisbury City Plan 2030 and a design and delivery budget was included in the 2017/18 Annual Plan for delivery of this project by 2019, subject to milestone decision points by Council across the design and tender process.

A regional community hub in the Salisbury City Centre is a strategic opportunity for Council to deliver on multiple strategic objectives including:

- > Deliver improved community and civic services and facilities to meet the needs of Salisbury's existing and future community and support increased community use and interactions.
- > Offers opportunity for rationalisation of Council's existing facilities to:
 - o secure improved service and operational efficiencies;
 - o optimise floor space usage; and
 - o free up Council owned sites within the Salisbury City Centre for strategic outcomes aligned with Council's objectives for the City Centre and return revenue, through alternate development on these sites.
- > Address the forecast costs associated with the need, in the absence of an alternative, to upgrade the existing Civic Centre to ensure building code compliance in a financially sustainable manner that optimises community benefit from the investment.
- > Act as a catalyst for the Salisbury City Centre Renewal Project through attraction of private and government investment into the city centre.

In August 2017, concurrent with the design development phase of the project, community consultation and engagement was undertaken to provide critical community feedback on the design concept and building inclusions to inform the design development phase of the Community Hub project.

The community engagement undertaken was also an opportunity to allow an open discussion with various stakeholders on the project and broader City Centre Renewal Project.

The following report begins by detailing the engagement process and engagement methodology adopted, followed by a summary of what we have heard. This is a summary that involves a multitude of varied feedback, including quantitative analysis of the written survey data as well as a qualitative analysis of key feedback received from group sessions across the consultation feedback.

Across the consultation a breath of ideas and opportunities were raised by the community, some related directly to the project design and others focussed on other Council projects and general feedback. Not all comments unrelated to the Hub project could be included within this report, however the raw information will be utilised for future planning and deeper consideration of specific issues where not directly related to the Community Hub Project.

Strategic Context and Alignment:

The Salisbury City Centre Community Hub project relates directly to the following City Plan critical actions:

1. Progress the revitalisation of the Salisbury City Centre including:
 - resourcing place management and activation; and
 - encouraging and supporting private sector investment.
2. Deliver a new community hub in the Salisbury City Centre incorporating library, civic facilities, offices and commercial space to stimulate investment opportunities.

Salisbury City Centre Renewal Marketing Communications Strategy 2017-2020

In June 2017, Council endorsed the **Salisbury City Centre Renewal – Marketing Communications Strategy 2017-2020**. This overarching media and communication strategy prepared by Fuller, has been developed to present communication on projects and activities contributing to the Salisbury City Centre Renewal in a coordinated manner that builds on a greater story built around the main features of community, transport, housing, business, recreation and environment. The Salisbury Community Hub is identified in this overarching strategy as a key destination and project.

A Community Hub Stakeholder Management Plan was prepared to guide communication activities and timing for the Community Hub communication, informed by the Design Team preferred engagement framework included as part of the design program submitted as part of their Request for Tender.

This stakeholder management plan outlines a set of communication and engagement milestone points for the project and agreed a stakeholder list, communication forms, advocacy responsibility, key messaging and timing. As stakeholders will require a different volume of information delivered at different times, stakeholders have been categorised as follows:

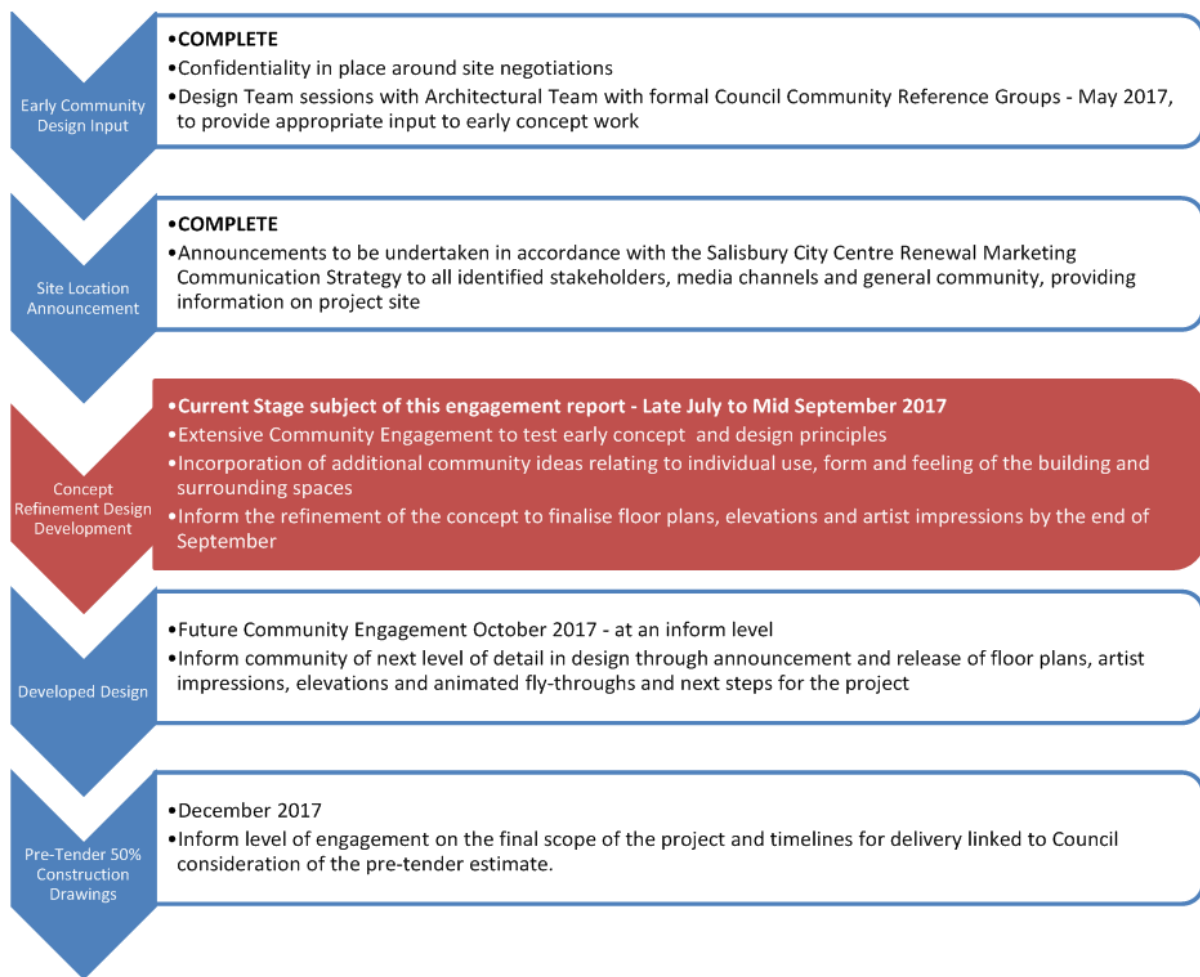
Required level of involvement	Category	Appropriate communication tools	Desired outcome
<ul style="list-style-type: none"> Require a broad level of awareness of the project. These stakeholders may also be influential or conduits of information to other stakeholders 	Inform	<ul style="list-style-type: none"> Newsletters Internet/Intranet Social media FAQs Fact Sheets 	Aware
<ul style="list-style-type: none"> Need to have a good understanding of the project and will be invited to provide input at various points 	Engage	<ul style="list-style-type: none"> Face to face Team meetings Social media Newsletters Internet/Intranet FAQs Fact Sheets Forums 	Engaged
<ul style="list-style-type: none"> Have a high level of engagement with the project and are involved with the decision making process 	Involve	<ul style="list-style-type: none"> Face to face Newsletters Internet FAQs Fact Sheets Forums Represented on project-specific focus groups 	Committed
<ul style="list-style-type: none"> Responsible for driving the project 	Partner	<ul style="list-style-type: none"> Formal correspondence from the CEO & Mayor Joint working groups High level consultation Shared delivery planning FAQs Fact Sheets 	'It's ours'

Previous Engagement on the Community Hub

The concept of a community hub has been part of Council's strategic agenda since 2011 and was addressed in varying levels of detail in the engagement and process to endorse the following strategic agendas

- > Salisbury City Centre Renewal Strategy – Community Engagement 2011
- > Salisbury City Plan 2030 – Community Engagement 2016
- > 16/17 - Annual Plan Community Consultation identified the proposed timing, location, key inclusions and budget estimate for the first time as part of allocating project feasibility and design funds
- > Salisbury DPA and the associated Urban Design Framework at a high level identified civic and community uses and the concept of a Community Hub and design principles that included consultation in 2016.
- > 17/18 – Annual Plan Community Consultation identified the proposed timing, location, key inclusions and budget estimate as part of allocating funds to support commencement of construction

The milestones for engagement are represented in the diagram below along with current status/timing and features.



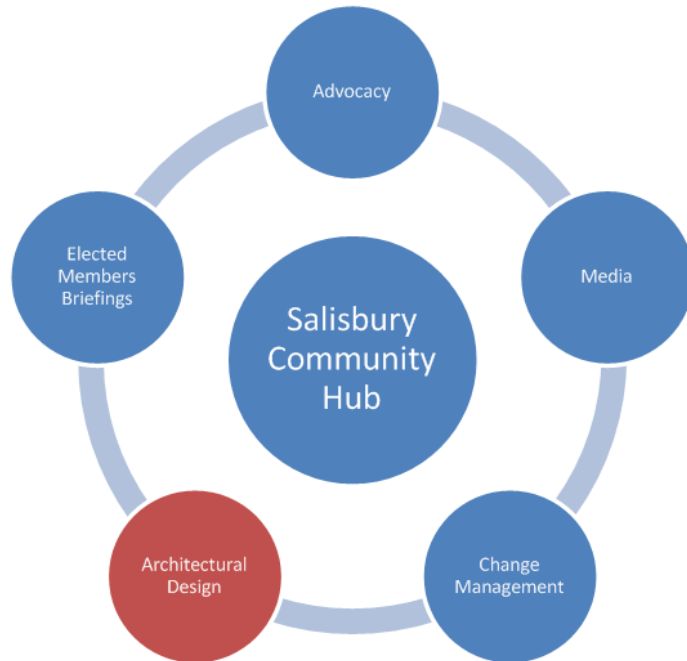
Engagement Approach and Methodology

This plan outlines the community engagement components, timing, format and methodology.

The community engagement has been timed immediately following site announcement and associated release of confidentiality, concurrent with the design development phase where the concept was refined between late July and mid-September 2017.

In addition to the community engagement plan for the design development phase other supporting communication pieces will commence across this period including:

- > Advocacy of the project and Council's commitment to the Salisbury City Centre to key business and government stakeholders
- > Sharing of information with internal staff as part of the change management strategy
- > Broader project and city centre strategy media and marketing
- > Elected Member Informal Strategy Briefings



This engagement plan was coordinated and delivered through shared responsibility between the Design Team and City of Salisbury to specifically inform the design development phase where early concept work is reviewed to produce a design developed concept for the Community Hub. The design development – refinement of concept stage of work to be completed between the end of July and early September 2017, concurrent with and informed by the engagement approaches outlined in this plan, will produce a refined plan and elevations for consideration at the end of September 2017 that will include:

- > Production of floor plans (including size, configuration of rooms, high level individual room design elements and how the community would use them)
- > Room and facility functionality detail
- > Design concepts of external interface to adjacent Civic Square and existing streets and the associated upgrades proposed
- > Architectural elevations and materials

Design Development - Concept Design Refinement Engagement Plan Objectives

- > Inform the community and key stakeholders of the current status of the community hub design, and the rationale behind the project to date.
- > Inform the community on what a community hub is, what it includes and why it is different from a traditional service offering.
- > Engage and provide opportunities for input and feedback including the opportunity for community members to directly interact with Design Team representatives before the design is finalised and architectural drawings, elevations and artist impressions are produced, to hear community views first hand.
- > Engage and test the design principles adopted by Council on the project through the early concept work.
- > Engage and test the feedback received from community reference groups in May 2017 to identify any gaps in the feedback and principles that have informed the concept to date.
- > Engage, capture and analyse the community feedback, using both qualitative and quantitative data to inform Council decision making on the project investment and design components as part of the Council decision hold point on a refined concept at the end of September.
- > Provide opportunities for Elected Members and community members to interact and share ideas on this critical Council project, and on the broader Salisbury City Centre Renewal.
- > Inform existing facility users of what is proposed to change and what will stay the same in respect to service delivery offerings as part of the Salisbury City Centre precinct approach to community service delivery between the Salisbury Community Hub, JYC and Twelve 25.
- > Explore with the community what design elements should be included to make this building welcoming, including the reasons why community and businesses might not currently visit or make use of existing Council facilities.
- > Seek the community to assist to identify those design elements of the project that are most /least important.

Salisbury City Centre Renewal Marketing and Communication Strategy Alignment

Concurrent with the engagement plan activities proposed as part of this plan, there is an identified opportunity to progress the communication in respect to the broader Salisbury City Centre Renewal as set out in the Fuller Strategy, specifically in the following areas.

- > Provide detail on what has been achieved to date on the Salisbury City Centre Renewal and share the success stories with the broader community
- > Identify and capture the stories of Salisbury's history, what people most love about Salisbury today and their aspirations for the future, to incorporate into the Salisbury City Centre website blogs and stories
- > Provide update on other destinations and projects identified as part of the broader renewal strategy i.e. Salisbury Oval.

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Stakeholders

As identified in the community hub stakeholder management plan, a range of stakeholders will be engaged at each point of the project. Those stakeholder groups specifically addressed by this engagement plan are considered to include

- > Strategic Land Owners
- > Salisbury City Centre Service Providers
- > Existing Facility Customers
- > General Community

Noting that separate advocacy, media and change management plans are in place to provide the appropriate communication and messaging to the balance of the identified stakeholders including sharing of information regarding of the this engagement plan and opportunities to be involved in the current design development –refinement of concept stage.

The following specific stakeholder groups and have been identified for targeted engagement as part of this plan in addition to the general community, based on issues that were raised during the concept development phase identified as needing specific feedback from the community.

- > NASSSA (Northern Adelaide State Secondary School Alliance
- > Salisbury Business Association / Strategic City Centre Landowners
- > Multicultural Communities with existing Council interfaces
- > Council Community Reference Groups Update Briefing– Seniors Alliance, Youth Council, RAP, DAIN

Engagement Activities

The engagement activities were designed to provide a range of opportunities through a mix of approaches for the community and key stakeholders to provide direct input and new ideas directly to the Design Team concurrent with the design work to refine the concept for the Salisbury Community Hub for consideration by Council in September.

A key consideration in designing this engagement plan was the high level nature of the concept design work completed on the project to date that had not yet reached detailed floor plans, elevations, confirmed uses and programs, artist impressions or fly-throughs that would assist the community to understand what is being proposed. Subsequently, a range of engagement approaches and mediums was adopted to secure community feedback and support their understanding of the project.

The tools used for these activities along with timing of sessions and number of participants are provided in the following section of this engagement report.

- **Community Drop-in Event** -Across four days at Len Beadell Library in different timeslots (aligned to late night shopping and library opening on weekdays and across a weekend) to suit the widest variety of stakeholders.
- **Online and Hard Copy Surveys**
- **Existing Library/ Community Facilities Roadshows outside the Salisbury City Centre**
- **Individual targeted stakeholder sessions**
 - NASSSA – Northern Adelaide State Secondary School Alliance
 - Invitation Breakfast Event – Strategic Land Owners / Salisbury Business Association/ Elected Members including hand delivered letters to all business owners in Salisbury City Centre.
 - Multicultural Communities – Facilitated Sessions
 - Combined Reference Group Session (Salisbury Seniors Alliance, Disability Access Inclusion Network, Reconciliation Action Plan, Youth Council)
- **Community Pop up session** - at Parabanks Shopping Centre for one day 9am – 5pm
- **Council Social Media and Messenger Press Promotion**
- **Local Area Signage** – Provided to Council facilities and Salisbury Shop Owners to display
- **Children Colouring Engagement Activity** – Run through libraries and as part of the community drop-in event.

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Len Beadell Library Community Open Drop-in Event (4 days)

An open drop-in session was held within the library across a four day period capturing late night trading within the Salisbury City Centre, combined with after school activity, providing an opportunity for community and business that work or trade to visit the drop-in display. The Salisbury Writers Festival was held at Len Beadell Library on Saturday 19th and Sunday the 20th of August with visitation in the library across these two days higher than a usual weekend. The dates, times and attendance recorded for each drop-in sessions held are outlined below:

Date	Time	Attendance			
		Male	Female	Children	Total
Thursday 17 August	1pm – 7pm	12	13	13	38
Friday 18 August	9:30am – 1pm	8	7	1	16
Saturday 19 August	11am – 2pm	13	16	4	33
Sunday 20 August	1:30pm – 3:30pm	10	11	1	22
Total Attendance across four days		43	47	19	109

The former front bookstore room was used to display a range of information displays. Unfortunately due to the weather across the four days the planned use of the external façade of Len Beadell Library to capture passing foot traffic was not able to be implemented. However staff canvassed passers-by outside the library to encourage people into the library to visit the display.

Engagement Facilitators

Design Team – Key representatives from Hassell
 Project Staff – Key Salisbury Council Community Hub and Salisbury City Centre renewal project team members
 Executive/Elected Members (as available)

Both Council staff and the Design Team were available across these days to talk to and facilitate feedback on elements of the design concept. Design Team attendance provided an opportunity for specific design principles or elements to be tested and for community members to pass on any ideas or concerns direct to the architectural team to inform design development.

Event Promotion

The community open days were communicated and promoted using the 'look and feel' branding set out within the Fuller Salisbury City Centre Renewal Marketing and Communication Strategy and included the following approaches. (The collateral developed for the consultation promotion is provided in Attachment 2.)

- Hand delivered letters to all tenants/owners in the Salisbury City Centre
- Variable Message Board Signage on Salisbury Highway and the Civic Square
- Flyers and Posters on key locations within the City Centre including all Council Facilities, City Wide library and Community Centres
- Promotion on the Salisbury City Centre website, Salisbury Council website, Facebook and Social Media Feeds

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- Approach to the Salisbury Business Association to promote through their channels
- Large advertisements in the Messenger to encourage the community to come "Have their Say"
- Direct phone calls from key Council staff to key stakeholders, advocates and businesses as per the Stakeholder Management Plan
- Media Release
- Mayor Radio PBAFM show mentions
- Customer centre team promotion to customers during interactions across the two work days to encourage participation (including flyer hand-out)
- Council phone on hold messages
- Facebook Advertising Promotion
- Promotion of the event was originally planned to include a pizza event using the youth enterprise Twelve 25, with pizza served to all community members who provided a completed survey, however this promotion had to be cancelled due to bad weather.

Engagement Method Detail

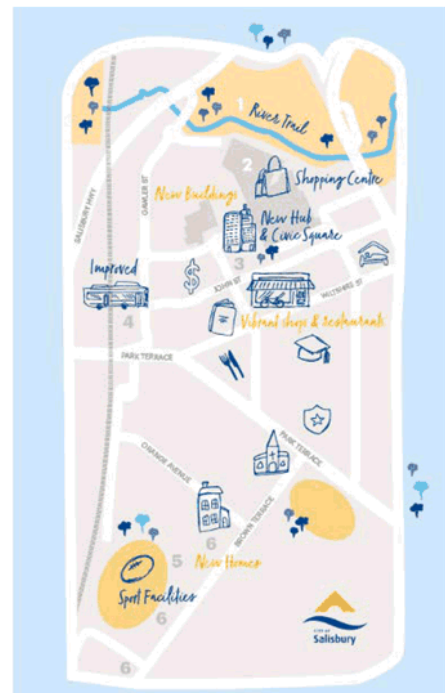
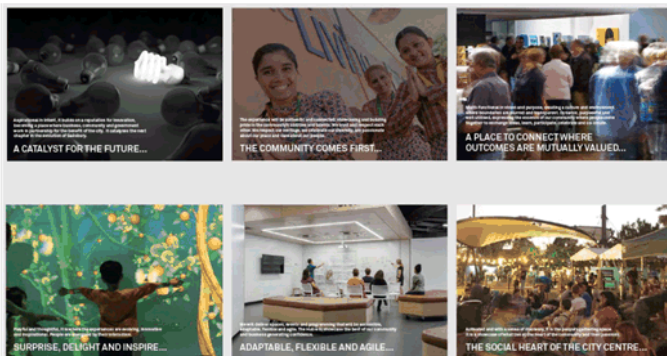
A range of "engagement stations" were set-up to facilitate feedback split into two categories:

1. Information Sharing – Share Information
2. Information Gathering – Seek Feedback

The style of engagement was focussed around quality information sharing, which was very successful over the four days with visitors to the information drop-in often spending over half an hour, talking to staff and finding out more about the project.

Information Sharing Stations – Share Information

1. Existing success stories, what has been achieved on the Salisbury City Centre, including early wins, recent investment by private sector and government in the City Centre.
2. City Centre Renewal - Other projects underway including Salisbury Oval using content from the Salisbury City Centre Website prepared by Fuller, in a poster format.
3. What changes and what stays the same - Precinct Model for Community Services in the Salisbury City Centre including display of a precinct map that identifies the retention of JYC, Twelve 25 and the selected Community Hub Site with arrows identifying that 12 James Street and Len Beadell move across.
4. Display of Design Principles adopted to guide early concept work



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Information Gathering – Seek Feedback**1. Four Storey Building Section and Site Plan**

A “chat with the architects” station was established at the drop-in event, encouraging community members to talk one on one with the architects to pass on views and seek clarification on the design concept. The complete collection of presentations that informed the concept design report to date was made available for the community to review along with plans and the foam model of the Council endorsed 4 storey concept.

Many community members made the most of this opportunity to speak directly with the architects across the four days to provide direct feedback.

**2. Case Study Photographs (Like/Dislike)**

To allow the community to drill into detail of what they like and don't like, in the absence of detailed floor plans and artist impressions and to support the collation of quantitative data and a discussion on the vision and opportunities for this new facility the following occurred:

- A collection of nine case study photographs identifying key design principles were displayed.
- Community Members were asked to provide feedback on what they liked and disliked about each photograph.
- The same exercise was included in the online and written surveys to pool with feedback captured during the drop-in sessions, and the results of the survey feedback are provided later in this report.

3. Civic Square / Public Realm

A large Aerial Photograph of the existing Civic Square was used to encourage the community to identify on the plan what parts of the Civic Square they most like, and what should be retained, presented as a 'heat map' of stickers over the aerial:

- The plans were also used to explain the site and seek community to identify other Civic Square uses they would like to see included within the space and what would make them want to spend more time in this space, with this specific feedback captured in the survey provided later in this report.
- As shown on the plan below it was clear from the heat map of sticky dots that the existing playground equipment is highly valued by the community, along with the areas of green grass and shade, based on the density of clusters of dots. The area closest to the proposed building most likely to need to be reworked recorded a lower density of dots reflecting that these features are not valued as highly.

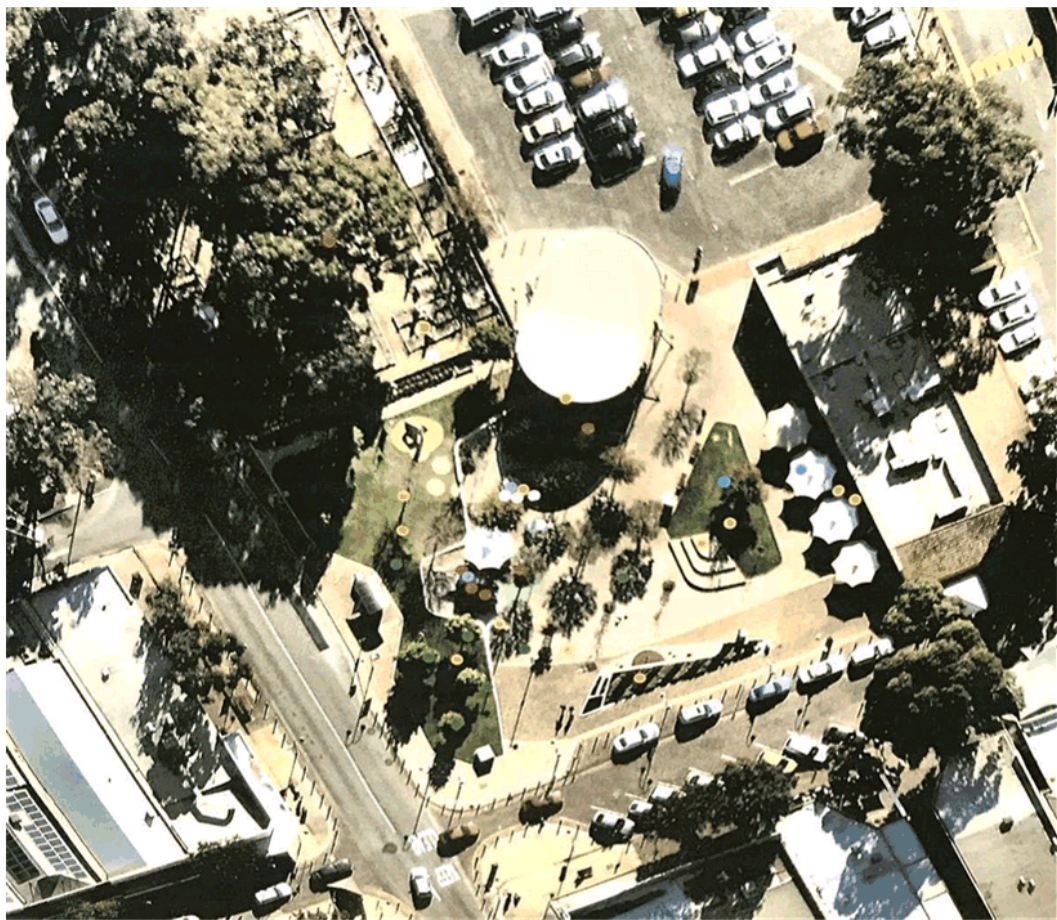


Figure 1 - Salisbury Civic Square Heat Map (Len Beadell Library)

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- > Outdoor Art Gallery
- > Grass space where you can read
- > The sale of dog treats from the Café
- > A small room where you can take off your shoes and just relax
- > Active Adult Exercise (Internal/External spaces)
- > Room Hire for out of hours events
- > A place to write your own story
- > Entertainment that attracts older people
- > Wheelchair Friendly
- > Event Stage
- > Quiet Spaces
- > Solar Power
- > Water Storage
- > Double Glazing
- > Automatic Doors
- > Fair Ground on Riverbank
- > History of people of Salisbury
- > Basketball ring in Civic Square



5. What makes a community building feel welcoming?

A free form writing area to add ideas about what it is that makes a community building feel welcoming. The ideas were captured on sticky notes as outlined below.

- > More people around so you feel safer
- > Not boxy architecture
- > Shade the western sun
- > Small, quiet and intimate spaces are important
- > Fun, family activities
- > Free Kids Events
- > Interactive
- > Something always happening
- > Smiling face at the door
- > All about the people
- > Improved safety of the whole City Centre
- > Good Coffee
- > Friendly staff
- > Interactive game area
- > Something for adults and children
- > Aquarium – indoor water feature
- > Disabled Parking
- > Pot Plants
- > Indoor Greenery
- > Flower displays
- > Having Fun
- > Colour
- > Little things that help people out
- > Smiling

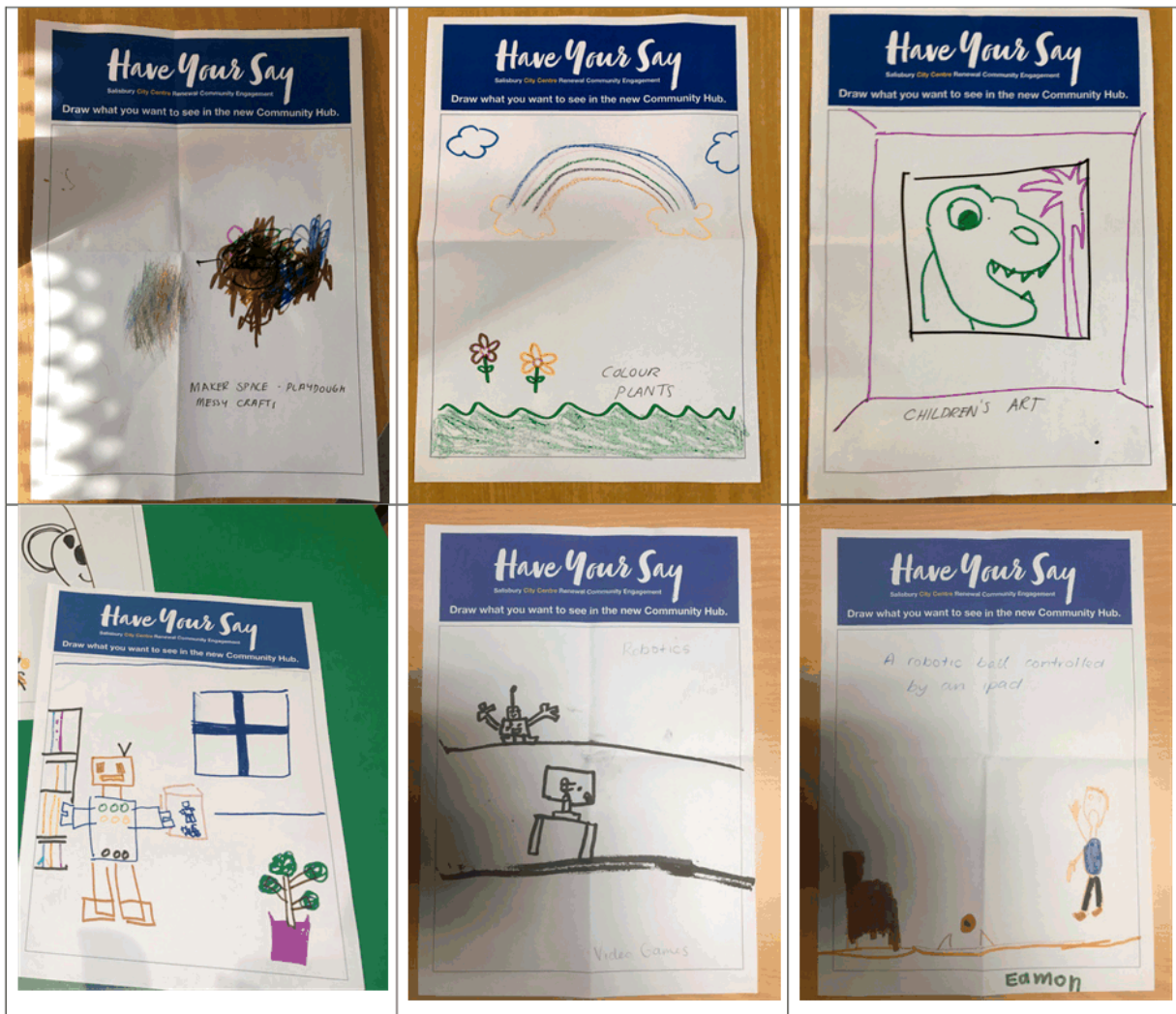


Children's Engagement

As part of the drop-in four day event, we used colouring in and word finds to have a conversation with children as to what they would most like in the Community Hub. Only a selection of the artwork received across the Len Beadell drop-in session is reproduced below.

The key ideas and themes provided by the children focussed around

- Robotics and Technology
- Children Activity Spaces for creative play
- Colour and Plants.
- Art Gallery for Children's Art Displays



Roadshow Engagement Events

Venue	Date	Time	Attendance			
			Male	Female	Children	Total
Para Hills Library	Monday 21 August	10am – 12pm	4	22	0	26
Salisbury West Library	Tuesday 22 August	10am – 12pm	7	7	1	15
Mawson Lakes Library	Wednesday 23 August	12pm – 2pm	9	8	1	18
Jack Young Centre	Thursday 24 August	10am – 12pm	7	18	0	25
Ingle Farm Library	Friday 25 August	10am - 12pm	8	3	0	11
Total Attendance across five days			35	58	2	95

Para Hills Library - Monday 21st August 10:00am- 12:00pm

The drop in event at Para Hills was timed with the book club visits from Local Schools, with teachers briefed on the project and taking the children’s engagement tools back to the classrooms, with children’s feedback reported on the previous page.

The session was staffed by two project team members, library staff, a trainee to record attendance and the CEO, Mayor Aldridge and Councillor Reardon also attended the session. A seniors group was meeting at Para Hills on the morning of the drop-in day and this group was provided a briefing involving the CEO and Mayor and encouraged to fill out the survey.

In total 26 residents were briefed on the project across the two hours, plus the 100 plus school children who participated through the children’s engagement activities back at school, with feedback captured in the children’s engagement section of this report.



ENGAGEMENTREPORT

Salisbury West Library - Tuesday 22nd August 10:00am- 12:00pm

The drop in event at Salisbury West attracted a small but interested group of residents, many of which advised they attended the library this day specifically for the Community Hub information session. Many of those who attended spoke to staff for extended periods of time to learn more about the project.

The session was staffed by three staff members. The Mayor also attended.

In total 15 residents were briefed on the project across the two hours, many of whom choose to fill out hard copy surveys.



Mawson Lakes Library – Wednesday 23rd August 12:00pm- 2:00pm

The drop in event at Mawson Lakes display was positioned by the Justice of the Peace room with discussions held with a range of community members of all ages. Many of those who attended spoke to staff for extended periods of time to learn more about the project and raise issues within their local area with staff present.

The session was staffed by three staff members. Mayor Aldridge and Councillor White also attended.

In total 18 residents were briefed on the project across the two hours, many of whom choose to fill out hard copy surveys.



Jack Young Centre -Thursday 24th August 10:00am- 12:00pm

The drop in event at Jack Young Centre attracted a large group of users of this facility with over 25 attending the display set-up in the Jack Young Centre library. Many of those who attended spoke to staff for extended periods of time to learn more about the project.

The session was staffed by three staff members. Mayor Aldridge and Councillor Gill also attended.

In total 25 facility users and volunteers were briefed on the project across the two hours, many of whom chose to fill out hard copy surveys.



Ingle Farm Library – Friday 25th August 10:00am- 12:00pm

The drop in event at Ingle Farm Library was positioned on the outside verandah to attract the interest of visitors to both the Library and Recreation Centre in preference to an internal location. Two staff members in addition to library staff assisted at the session with a total of 11 residents briefed on the project across the two hours. Concerns relating to local area issues separate to the hub were captured for action by the Administration.



Parabanks Shopping Centre Pop-up Event

Venue	Date	Time	Attendance			
			Male	Female	Children	Total
Parabanks Shopping Centre	Monday 28 August	9am – 5pm	55	47	2	104

An addition was made to the engagement schedule, to include a full day at the Parabanks Shopping Centre following the success of the roadshows. This location supported the engagement and feedback from community users who may not currently use Council libraries and community centres who may otherwise have not known about the project.

The session was promoted on Social Media and the Variable Message Board Signs on Salisbury Highway and the Civic Square.

A steady stream of people, attended across the day, with over 100 community members stopping to speak to staff at the session, many for an extended period of time to learn more about the project. A number of community members filled out hard copy surveys and provided them on the day.

The session was staffed by a number of project team members on a roster system across the day. Mayor Aldridge, Councillor Bryant and Councillor Gill also attended part of the session.



Invitation Business Breakfast

18 August 2017 – 7:30 – 9:30am – Session held at Len Beadell Library

An invitation only session was offered to all business owners and operators across the Salisbury City Centre, to visit the drop-in stand. Invitations were hand delivered to all businesses in the City Centre, with a total of **150 invitations** circulated.

While not a formal briefing session, this was an opportunity for business owners to network with each other and Elected Members and key project staff review the ideas provided by the Community on the previous day and provide feedback on the proposal while taking information away.

A total of 17 individual business owners /operators attended the session in addition to staff and Elected Members with a total of 28 attendees across the two hour session. A number of attendees stayed for the full two hours of the session which was not expected.

The attendees included those from the following organisations:

- SAPOL
- Salisbury Business Association
- Real Estate Company representatives
- Retail operators including groceries, cafes and services
- Legal Services
- Local MP representative
- Property Owners
- Northern Economic Leaders
- Financial Sector representatives.

A further 17 staff, project team members and Elected Members attended the business breakfast for a total attendance of 32 people.

NASSSA Engagement

1 August 2017 – 8:30 – 9:30am – Session held at Northern Adelaide Senior College
Attendees: Pippa Webb, Terry Sutcliffe, Chantal Milton, Nick Argyros (TTT), Liam Short (Hassell)

Purpose of Session

To test with key users the potential community need within a Salisbury Community facility for a space that could house school presentation and events that was raised during early concept engagement on the project. Questions to be explored with the NASSSA (Northern Adelaide State Secondary Schools Alliance) representatives included the following:

- How often are these sort of events held?
- Where are they currently held?
- How long is a typical event?
- Average attendance volume, total numbers and percentage of seated vs. standing
- Do you need any specific set-up (i.e. sound equipment, lighting, stage)
- Does this have to be a formal space or could it be held in a multi-purpose space set-up for the event?
- Is it a private event or could it be held in a space where the broader public could watch?
- Are there any benefits to a space that could spill outside to an outdoor event space?
- What would attract your schools and/or the students to use the Community Hub?

Summary key feedback from the session

Given this session was held whilst the site was still subject to confidentiality, Council staff presented a high level summary of the proposal, confirming the site was in the Salisbury City Centre. In general there was a general affirmation of the direction proposed by Council as part of this proposal.

- Evident that some of the events these schools are running are up to 900 people which would not be suitable for this style of facility
- Range of functions below 500, inside/outside spaces use is common including the consideration of the use of the outdoor projection screen.
- 'Look and Feel' discussion: the building should be vibrant lots of colour, changes of volume, lots of glass, support different study styles for students.
- For an event with 500 people, other people in the facility will know that there is an event happening due to the openness of the facility.
- Will come down to the facility programming and understanding the analytics and usage peaks.
- Peaks of Wi-Fi- usage or plug and play to expand the capacity will be critical
- Set up an external space with cameras / broadcasting outside, support live stream capacity

Detailed Discussion Feedback

- Paralowie School - R-12 end of school function, use Elizabeth centre for that, even with the size of this facility they are required to limit the number of people that go. Numbers: 500 maximum at Elizabeth, 900 families at the school plus students and staff. Make use of the ICT / Media Facilities, Music Band. Events held once a year at the end of the year. That would be the only time that an outside facility would be used.
- Other uses for this sort of facility could include Maths Olympiad currently held at Elizabeth Centre, having to limit the number of teams it would be good to rotate through other facilities. Facility is packed out, and could have more numbers. This could be expanded to include science.
- Debating competition, looking for grand final location, it was held at UniSA, finding an appropriate facility could allow this to be expanded. Typically held during the early evening.
- VET Awards at the end of the year held as a presentation style at Elizabeth with a capacity of between 300-400 people.

- Most events are held in the School Hall during the day, however a different venue for key activities helps to make the event special, provides opportunities to invite old scholars. Still only one significant event of that type a year.
- Year 10 graduations held with a similar style, personal project presentation and work showcase included in the Year 10 graduation. Great if the venue could also serve this display purposes.
- Paralowie hosted a STEM seminar for Aboriginal Students previously however the success of the project is restricted by size of facility - two sessions 80 people each, this in a better venue could expand up to 200 people.
- Mark Oliphant College, one major presentation year 12 graduation, attracts 500 people, would love to have a whole school celebration. Use Playford Theatre for the music night, for a theatre style event.
- NASSSA youth action team, representatives from 10 schools on a committee, would be great to host in an independent location as part of a connected community could add something to the process.
- YAC conference - 120/130 people through to smaller groups. DSD did a review with the students and they are looking at venues for this year's conference to go down to Innovation House at Mawson Lakes, a more central location would have been more ideal. St Peters College ran their own, and now a northern suburb conference could be planned and the community hub would be ideal for this size of event.
- Capacity for a temporary stage set-up, as well as a broader conference flat set-up should be facilitated in the community hub.
- People are limited by the current facilities; new facilities will bring new ideas and expanded opportunities.
- Lot of expo opportunities, different size and scalability of the facilities. At the moment some are held at the John Harvey Gallery. An entrepreneurship expo, only choice at the moment is Playford due to size of facilities.

Information/Learning Space - study collaboration needs

- Mentoring program within the community as part of the Youth Councils at the school, including study support on neutral ground
- Design a learning space that looks like a café/internet space makes them feel comfortable for adults and school students. Less formal than traditional library space.
- Many private schools are designing their study zones like this.
- Similar to tertiary education works, social spaces and informal learning spaces. But you still need focussed learning spaces to support the more collaborative spaces.
- Need a balance of both sorts of FF&E, it is all about choice.
- Walls that you can write on and study/learn.
- Free Public Fast Wi-Fi
- Mix of indoor/outdoor space
- Outside space that spills into the building, the best facilities have indoor, outdoor study space so it can flow easily when needed
- Use of lots of glass, so you can see through and sense of light and air. The building feels active and interesting, rather than activity being hidden behind solid walls.
- Don't make it feel institutionalised. You should not be anonymous.
- Reveal what is happening and what the community is about.
- Interesting concept, educative thing for the community, how you invite people to use the building will be a shift for community who are used to spaces looking the same every time they attend, this is not what will happen with this building.
- Tertiary students will work anywhere, with the concept extending into the work place.

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Multi-cultural Group Engagement Events

Group/Venue	Date	Time	Male	Female	Total
Filipino Group Jack Young Centre	11 August 2017	9:30 -10:30am		11	11
Spanish Group Morella House	11 August 2017	10:30 – 11:30am	5	16	21
Vietnamese Group Pine Lakes Centre	17 th August 2017	11:00 – 12 noon		36	36
Italian Group Pine Lakes Centre	21st August 2017	10:00am - 11:00am	8	13	21
Bhutanese Jack Young Centre	22 nd August 2017	10:30am – 11:30am	40	50	90
Greek Group St John's Anglican Church	23 rd August 2017	10:45- 11:45am	11	23	34
Bosnian Group Pine Lakes Centre	23 rd August 2017	12 noon – 12:30pm	3	5	8
Total Attendance across sessions					217

Filipino Group - Friday 11th August 9:30am- 10:30am

Briefing session held with the Filipino Group on the project, average age of participants 50 plus, with feedback captured from the group in addition to individual surveys. The residents who participated live across a wide section of the Salisbury community including Salisbury, Parafield Gardens, Salisbury North, Brahma Lodge, Elizabeth and Paralowie.

Results captured from the session by staff in attendance included the following uncategorised views and feedback:

- > A place you can sit for a coffee
- > A place to socialise with tables and chairs
- > A place that is comfortable that could can bring food into the building and catch up with friends.
- > No time limits, you can stay in an area as long as you like
- > Rooms you can book out for functions, including birthdays, anniversays and weddings supported by external catering.
- > Need a social kitchen
- > Location is convenient with great access to central public access areas (Civic Square)
- > The building would provide as an opportunity to interact with other people, other communities and inter cultural opportunities
- > A place to hold events such as Harmony Day
- > Consider Feng Shui, having water at the entrance to the building is lucky
- > Lots of green plants inside is also good for community
- > Digital signage including welcoming in a range of languages so everyone feels at home.
- > Need rooms to host active aging groups such as bingo, karaoke and Zumba
- > Hiring cost for community rooms should be kept to a minimum.
- > Furniture needs to be selected to suit older people i.e. chairs with arms
- > Parking facilities should be near the hub i.e. within a short walking distance, with disabled parking located closer to the entrance.
- > Café space large enough so its suitable for gophers and walking sticks
- > Liked the idea of quiet/private room to calm down children
- > Would like a playroom/crèche for children so adults can participate in programs/activities
- > A bbq to cook outside where kids are playing
- > Concept photos look good
- > Outdoor cinema – good to watch sports like boxing and football
- > Like idea of hiring beanbags or sports equipment to use outside



“Dapat meron stage para maka perform tayo” – stage is important for performances

Spanish Group - Friday 11th August 10:30am- 11:30am

Briefing session held with the Spanish Group on the project. Consultation environment: had giant posters on wall. Project staff provided background information on the project to the participants and discussed the photos and lead discussion around what the participants would like to see in the new building that would make them feel welcome. The discussion was translated by the Spanish support group co-ordinator.

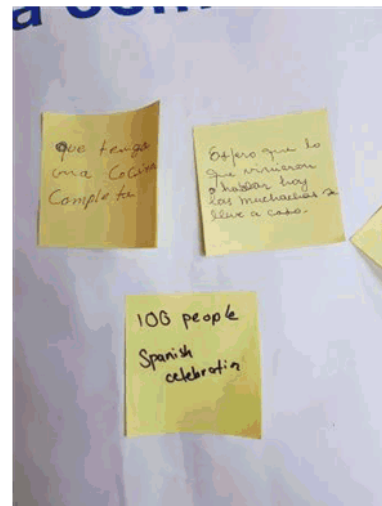
Participants were given post it notes to write any other ideas they had which we didn't have time to discuss.

Results captured from the session by staff in attendance included the following uncategorised views:

- > A place to celebrate and have parties (birthdays, weddings, divorce)
- > A place to host a Spanish celebration for over 100 people.
- > Craft room with supplies (Salisbury Library)
- > Cinema in school holidays
- > Crèche – child minding

“Que tengo una cocina comple ta” translates as “A complete kitchen”

“Espero que todo lo que se hablo hoy lo consideren y lo incorporen” – translates as “I hope that all that is discussed today is considered and incorporated”.



Vietnamese Group - Thursday 17th August 11:30am

Briefing session held with the Vietnamese Group on the project, average age of participants average 65 plus with younger volunteers included in the feedback. The discussion was translated by Council's Vietnamese Social Support Coordinator.

Results captured from the session by staff in attendance included the following uncategorised views:

- > We will be happy with whatever the Council decides in regards to the design of the Community Hub, we are sure Council will employ experts to design a beautiful building.
- > As long as we have adequate space for us to gather we will be happy
- > Many of us here are refugees, it will mean a lot to us to see the original Vietnamese flag somewhere in the building.
- > We would like adequate kitchen facilities so that volunteers can prepare food and come together
- > Modify furniture for the elderly.

Chúng tôi rất biết ơn Hội Đồng Thành Phố Salisbury vì Hội Đồng đang có kế hoạch đầu tư vào Trung Tâm Community Hub là nghĩ đến cư dân trong vùng Salisbury. Chúng tôi nghĩ rằng con cháu chúng tôi sẽ có nhiều dịp sử dụng nơi này trong tương lai. – translates as we are grateful that Council is investing in this community space and thinking about the residents, we know our children and grandchildren will have lots of opportunities to make use of this space



Italian Group – Wednesday 21st August 10:00am

Briefing session held with the Italian Group and volunteers on the project at Pine Lakes. The total attendance at the session was 21, split between 13 females and 8 males, average age of participants was 66 plus with attendance of people in the younger age brackets acting as volunteers to interpret feedback.

The feedback provided from the group as part of the session included the following points relating to the general infrastructure/facilities required in the new Community Hub:

- > Community Hall with the capacity of 500 people
- > Community Garden
- > Stage set-up and dance floor for functions
- > Arena/ Amphitheatre set-up
- > Big screen for presentations
- > Reclining chairs and chairs with arms to support when getting up
- > Electrical signs in multiple languages
- > Uniformed staff with name tags
- > IT room with sitting and standing tables and access to computers, internet, printing and free wi-fi
- > Creche/child care facilities
- > Big kitchen with ovens, grill, pizza oven
- > Game room including the following, arrangements that can play cards, board games, dart board, bocce, snooker table, bingo.
- > Food
- > Restaurant / café with multi-cultural food including vegetarian, vegan and gluten free, regional food
- > Exclusive vegetarian food BBQ in public area
- > Transport & Parking
- > Transport facility for seniors
- > More carparking
- > Disabled parking close to the centre
- > Gopher Scooter parking
- > Bingo eg Bingo Bongola (Italian bingo)
- > bowling
- > Poetry competition in their own language
- > Special festivities
- > Movie day – intercultural movie day



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Bhutanese Group – Tuesday 22nd August 10:30am

Briefing session held with the Bhutanese Social Support Group and Volunteers at Jack Young Centre. The total attendance at the session was 90, split between 50 females and 40 males, average age of participants was 65 plus. The group consisted of seniors with Bhutanese backgrounds and Bhutanese volunteers plus other volunteers with Indian and Australian backgrounds. The feedback was facilitated by Council staff and translated by Council's Bhutanese Community Program Support worker.



The feedback provided from the group as part of the session included the answers to three key questions:

What sort of activities, services, events and programs would attract you to use this space?

- > A nice garden to walk through, meditate and meet friends
- > 60 people raised their hand in regards to sitting in a nice garden, ideally with round tables and chairs where 8-10 people can sit.
- > The Bhutanese envision that up to 100 people could use this garden space
- > Suggest having walkways and an aquarium feature
- > Free water to drink
- > Plenty of parking
- > A BBQ that is exclusive for vegetarians

What would you like to do at the Salisbury Community Hub?

- > Meet friends
- > Pray in my spare time
- > Request a prayer room with people of deity displayed on the walls, suggested that you could have a changeable wall display by selecting a button on the wall to choose your religion.
- > A place to celebrate ritual and special events with a capacity of 500 people plus
- > An important ritual and culture for Hindi is to light and extinguish a fire, request a small fire pit in the Civic Square that can be used for this purpose
- > Dance is important, request a stage that 50 women can dance on.
- > Stage to be twice as large as the Jack Young Centre stage, should have a backstage curtain, lighting, good music and sound system, display screen and a ramp for disability access and a props trolley

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Greek Group – Wednesday 23rd August 10:45am- 11:45am

Briefing session held with the Greek Senior Social Support Group on the project at St John's Anglican Church, Church Street, Salisbury. The total attendance at the session was 33, split between 23 females and 11 males, average age of participants was 66 plus. The discussion was facilitated by a Council staff and translated by the Greek Social Support Group co-ordinator. There was a focus on seeking feedback to three key questions as outlined in the results below. Those who had capacity were also given surveys to complete.

The feedback provided from the group as part of the session included answers to questions including:

What sort of activities, services, events and programs would attract you to use this space?

- > Indoor Recreation such as 8 bowls, scoots, darts
- > Value for money café or restaurant
- > Good air-conditioning
- > Comfortable Seating

What would you like to do at the Salisbury Community Hub?

- > Special occasion gatherings/activities
- > Lunch for elderly groups

What would make you feel welcome?

- > Greek colours i.e. blue/white checked table cloths on small square table with cane chairs (padded)
- > Greek Flag
- > Greek Costumes
- > Greek Scenery
- > Pictures of Greek coffee/ouzo



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Bosnian Group – Wednesday 23rd August 12 noon

Briefing session held with the Bosnian Senior Social Support Group on the project at Pine Lakes Centre. The total attendance at the session was 8, split between 5 females and 3 males, average age of participants was 56 plus. A City of Salisbury staff member facilitated the discussion, and translation was provided by the Bosnian Social Support Group Coordinator and detailed project information due to her knowledge of the project that has informed the feedback. The feedback provided from the group as part of the session included:

What sort of activities, services, events and programs would attract you to use this space?

- > Exhibition to visit art, music, dance performances
- > A space where the community (not just professionals) can exhibit their artwork and talents
- > Big Hall (500 seats more than enough) for community gatherings and presentations.

What would you like to do at the Salisbury Community Hub?

- > Come together and socialise
- > Get outside the house and enjoy nature
- > Enjoy a fountain or pond

What would make you feel welcome?

- > Someone friendly to greet you as your arrive and make you feel welcome, respected and accepted. "A sense of feeling at home". The group discussed how much they like the atmosphere during Harmony Day celebrations currently held at John Harvey Gallery. "I wish every day is like Harmony Day". It brings people together from different cultures and it's a great feeling.
- > A big fountain with a statue or pond, water is an important part of the culture.
- > A "spot" where other Bosnians meet casually outside of cultural programs. E.g. round table with comfortable chairs that's easy to get in and out of for 8-10 people.
- > Ideally a space with a small kitchen similar to Pine Lakes Centre where we can cook together, standing around an oven is comforting we like to cook together.
- > Envision a space for casual conversation where people can either bring food from home to heat it up or buy a coffee from the café or make their own drink from tea and coffee facilities.

Case Study Photograph feedback:

- > Meeting Room – Agreed
- > Café – Agreed, traditional Bosnian bread made in a wood oven is an important part of culture, which is all around food
- > Stage and Seating – Agreed with inclusion of an indoor stage that can be used for dance performances
- > Casual Chairs – Agreed, socialising is important.
- > Terrace – Agreed but would prefer a wood oven to make bread over a BBQ
- > Changeable Wall Screens – Like the idea that it changes to reflect special events (eg harmony day) and language of digital signage changes to welcome groups celebrating in the big hall or give directions.
- > Outdoor Cinema – Agreed, liked the idea of family films, sporting events, suggested showing international films as well.
- > Library – Have more Bosnian books, it would be nice if we can have one or two new items per year.

General Comments

- > This is an investment for the younger people
- > We look after each other in our community
- > Like the idea that spaces can be divided up or flexible as needed
- > We use the John Harvey Gallery a lot but it's too small



Council Community Reference Group Briefing

30 August 2017 – 3:30 –5:00pm – Session held at John Harvey Gallery

An invitation only session was offered to all members of Council's reference groups representing

- Salisbury Seniors Alliance
- Disability, Access and Inclusion Network
- Reconciliation Action Plan Working Group
- Youth Council

This session was held at the end of the balance of the engagement sessions and was used to provide an update and additional information to those reference group members who participated in early engagement held during the Concept Development In May when the site was still under confidentiality.



A total of 16 community reference group members from the four different reference groups attended the session and were briefed by the Project Team and architects from the Design Team. The Reference Group members were shown early design development floor plans that were completed by this stage, to test early design solutions that were under development by the Design Team that were shown to the Elected Members the previous night.

A range of feedback was received from the reference group members including:

- > Importance of legibility and navigation through the building if it is constantly changing, the community need to know where to go
- > Extended opening hours
- > Extent of community access through the building as described was greater than the reference group had previously understood from the earlier briefing.
- > Community needs a range of different meeting rooms that can be booked
- > Consider having some of the PC computers upstairs or in a quieter area rather than the noisy foyer
- > Make sure the building is future proofed, what we need today is not what we need in the future
- > Make sure the spaces can be hired to the community at reasonable rates
- > The lifts are critical if you expect the community to go upstairs and should be prominent as soon as you enter.
- > The building needs a stage or space for one to be bought in when in "event mode" to ensure you can see.
- > Carparking must be convenient.
- > Support from DAIN members that a BCA consultant was part of the Design Team, with group keen to be involved further in the detail.
- > Floor treatments should include consideration of avoiding patterns which can induce vertigo and cause problems for people with some health conditions
- > Consider some seating around the void space where people could sit to enjoy the activity on the ground floor
- > Consider solution to maintain hygiene of public touch screens
- > An outdoor lift or solution for mobility impaired community members to exit the building in the event of a power outage should be explored.

Design Development Engagement Survey Results

The survey was designed to seek feedback on the design direction and key areas where the proposed Salisbury Community Hub interfaces with the Civic Square, and provide the feedback to the architectural design team to inform the refinement of the concept plan through design development.

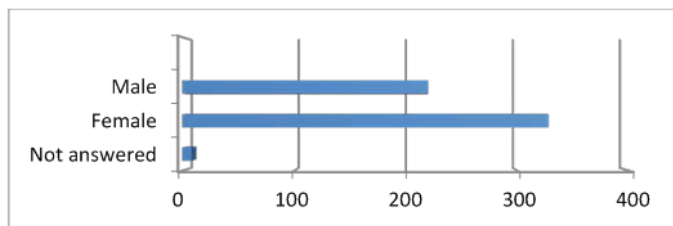
The survey was offered in both hardcopy and online formats; the online survey was live on the Salisbury City Centre website between **Thursday 17th of August and Monday 28th of August 2017**. Hardcopies were also available at Council office, libraries and community centres

Who answered the survey?

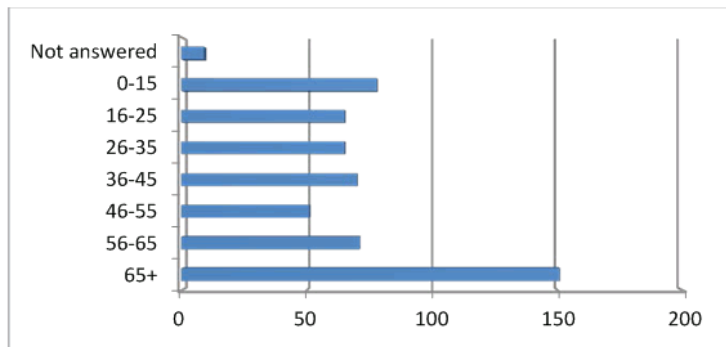
The demographics of respondents to the online and/or posted hard copy survey form was captured to assist us with the interpretation of the results and to ensure that across the range of engagement approaches used on this project we had captured the major stakeholders and community sectors.

In total 560 completed surveys were returned building on the other targeted engagement sessions that were run concurrent with the survey release outlined previously in this engagement report. A further seven written responses were received and are included in general comments.

Gender of responses



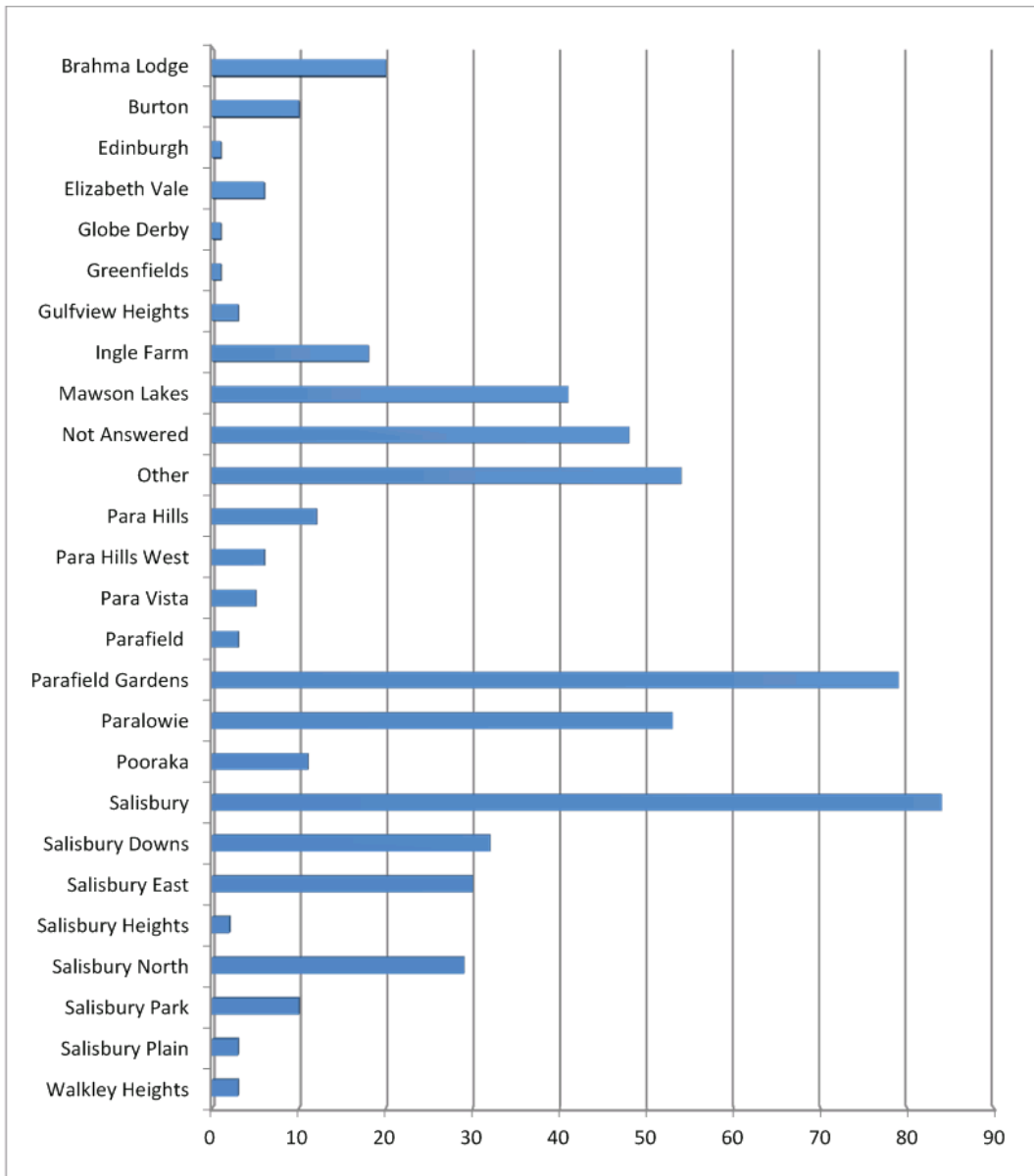
Age group of responses



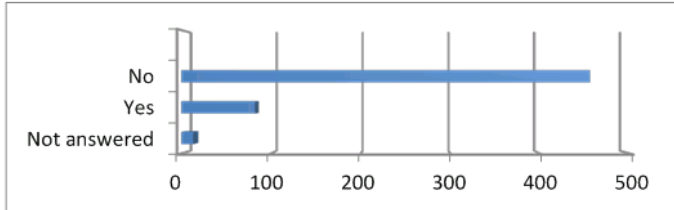
While it is clear from the age bracket that this survey was well received by the older population who accessed it via one of the drop-in sessions or through the existing community centres and library. Outside this age bracket the age group of responses balanced across all the age brackets.

Suburb Address of Respondents

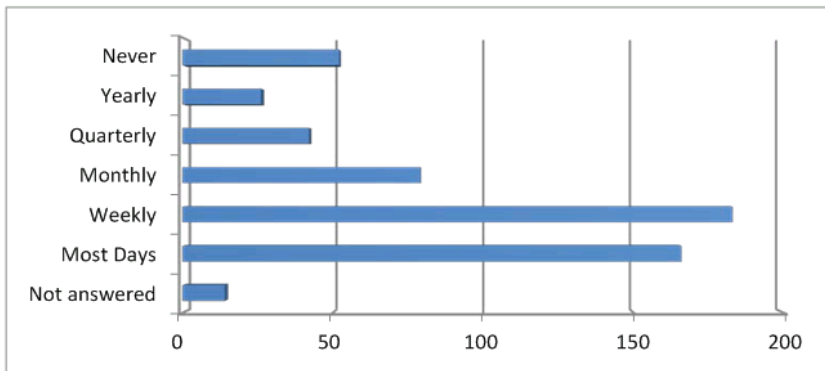
Only those suburbs where a survey was submitted are included in the below list, as a result not all Salisbury suburbs will be represented.



Do you own, operate or work in a business located in Salisbury City Centre?



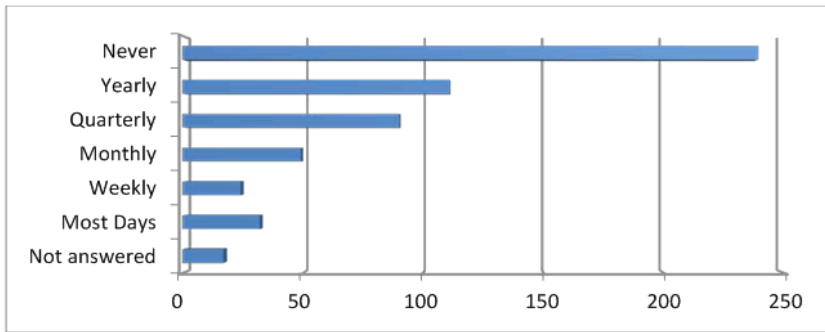
How regularly do you visit Salisbury City Centre?



The clear majority of respondents to the survey (over 75%) visit the Salisbury City Centre on at least a monthly basis. The balance of respondents who visit the Salisbury City Centre less than once a quarter was to be expected based on the City Wide distribution and promotion of the survey and road show sessions out to the other libraries.

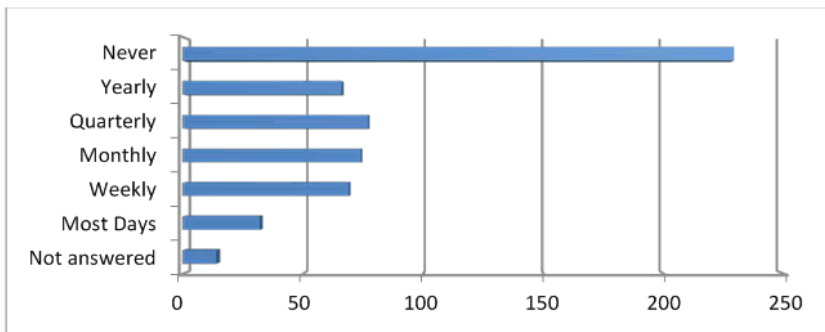
At these sessions many people stated that they never visited the Salisbury City Centre as they had everything they need at Para Hills/ Ingle Farm. However, this roadshow was an opportunity to explore what could make them visit, where anecdotally entertainment and programs/events were important considerations for why they would visit a regional facility.

How regularly do you visit the Salisbury Civic Centre (Council Offices) in person?



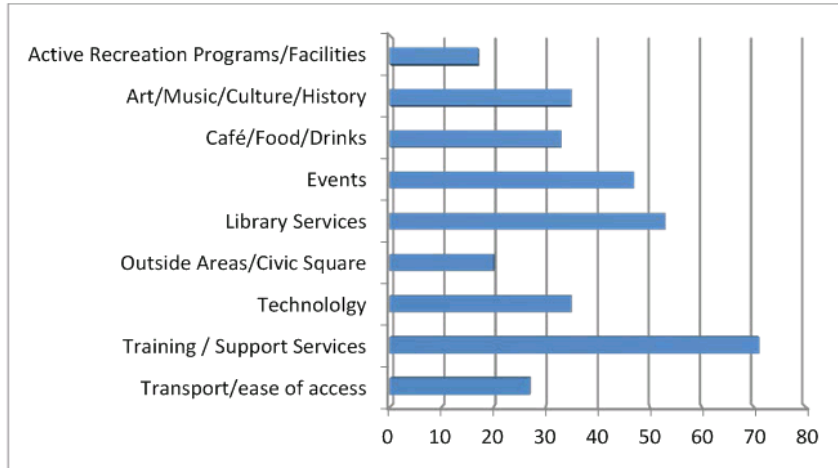
The responses to this question are notable in respect to the lack of use and poor ownership the community feel in respect to the existing Salisbury Civic Centre (Council Offices) with 78% of respondents visiting the Salisbury Civic Centre less than quarterly with 42% identifying that they never visit the Civic Centre. This facility is not utilised strongly by the community due to the limitations of its design and visitation increase as part of a combined community facility is a significant opportunity for the new Community Hub which strongly focusses on community spaces and spaces that can be used for a range of activities on a daily/weekly basis, including sharing of civic areas and some office areas with the community when not needed by staff/elected members.

How regularly do you visit the Len Beadell Library in person?



In respect to Len Beadell Library 66% of the respondents identify that they use/visit the library less than once a quarter, with 40% of respondents never visiting the library. However there is a much greater spread of people who do visit the library on a daily, weekly or monthly basis in comparison to the existing civic centre which is to be expected. This result also identifies significant opportunity to increase the visitation and use of the new library and attract community members previously reluctant to visit a 'traditional' library.

What programs, services or facilities do you feel would encourage you to visit the proposed Salisbury City Centre Community Hub?



Following on from the previous questions relating to use of the existing facilities, this question was designed to prompt community feedback on what new programs/facilities/services could be provided in the new Community Hub that would encourage them to visit and make use of this new facility.

The top three responses related to:

- > Training/Support Services and Programs
- > Library Services
- > Community Events

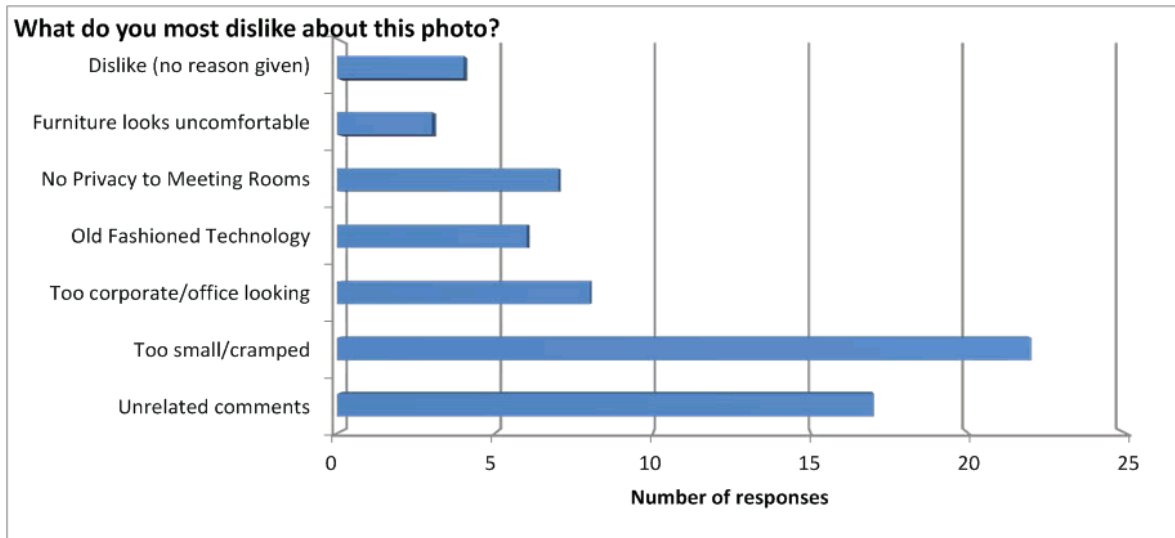
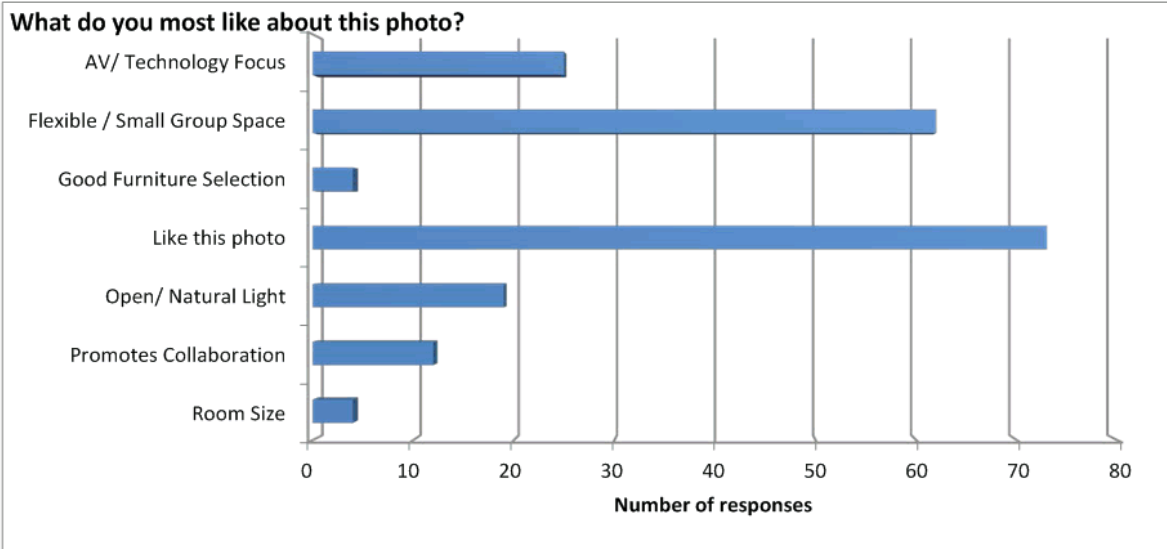
These were followed quite closely by café/food and an increased focus on art/ music/ culture and technology, which provide an indication of the events and programming that can encourage visitors who currently do not make use of Council buildings/facilities. The project Design Team have advised that on similar projects it is not unusual for the facilities to experience in excess of a 20% increase in visitation in the first 12 months due to the new nature of the facility combined with new programs that are now able to be offered due to the capacity and design of the new spaces.

ENGAGEMENT REPORT

Help define the architectural design, materials and feeling for the spaces inside and outside the Salisbury Community Hub

What do you like and not like about the following photo?

(Noting that all ideas were recorded, which may result in more than one comment being recorded against each individual survey)

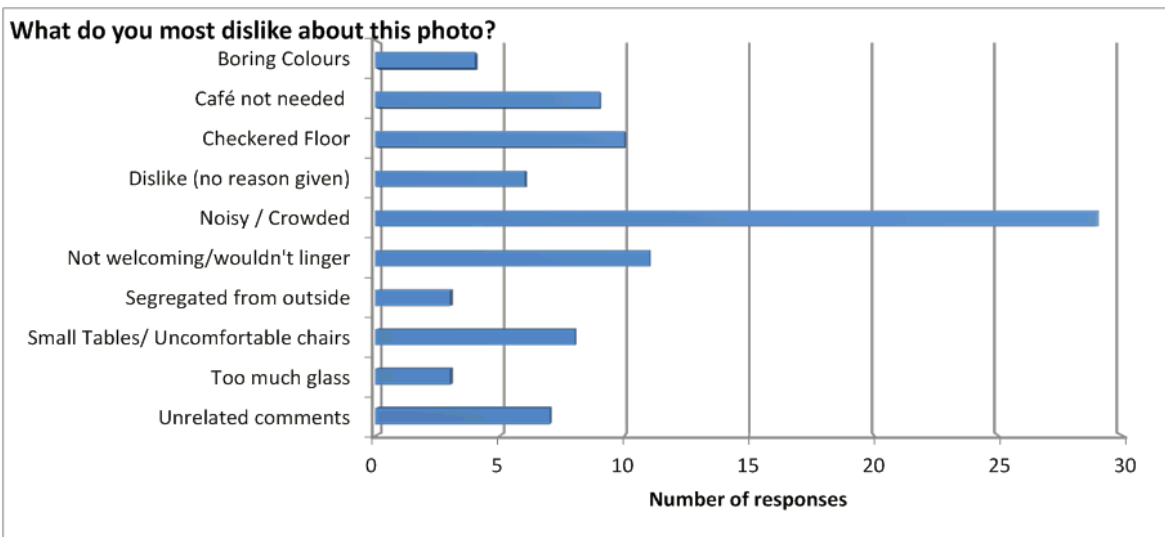
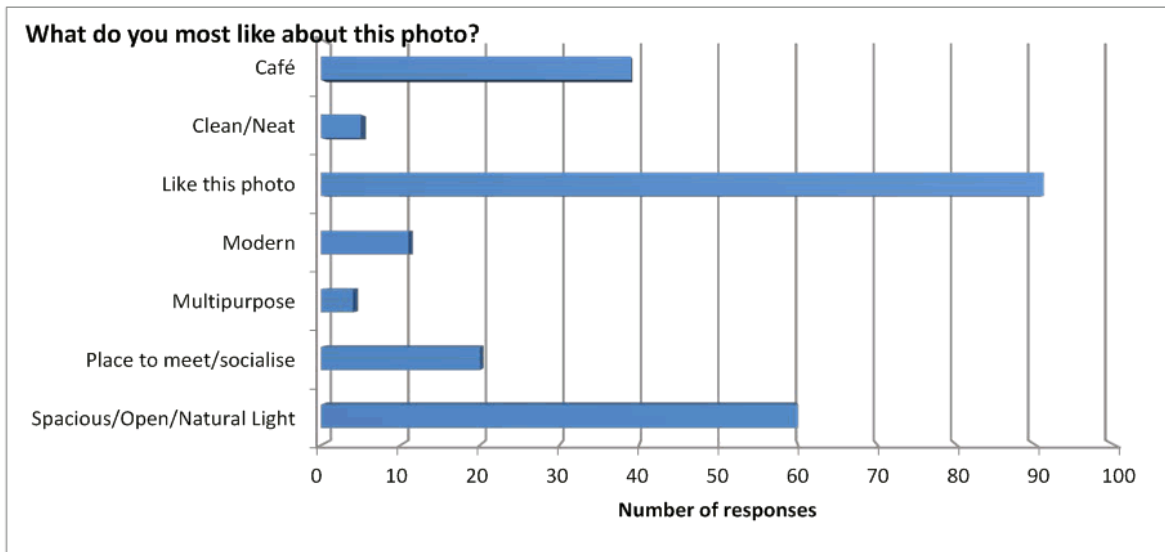
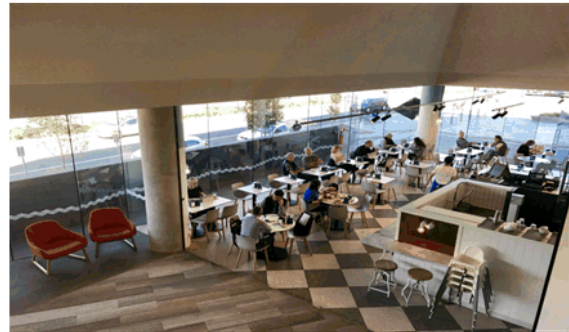


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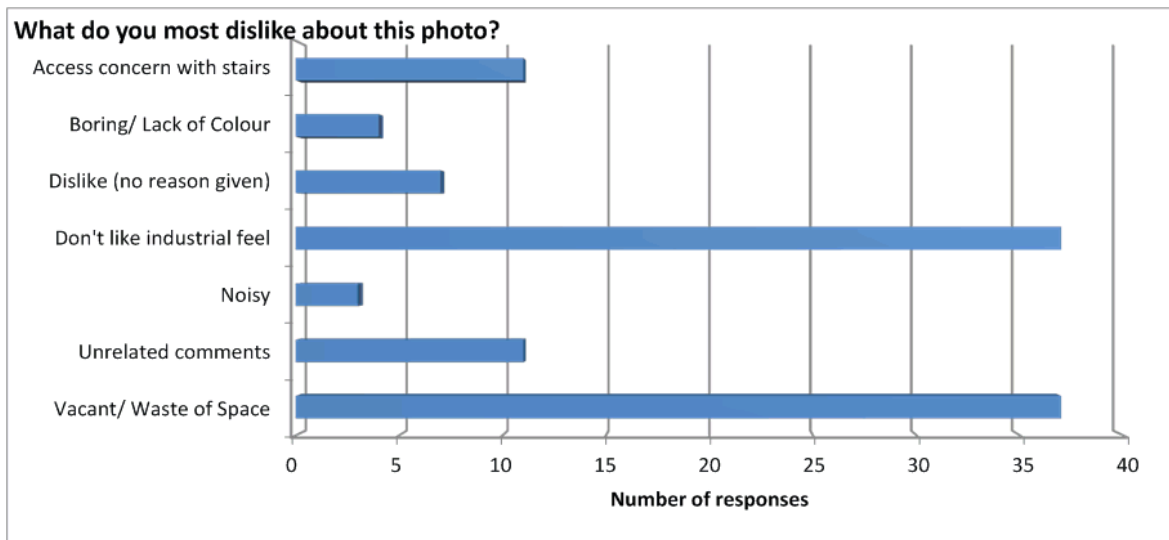
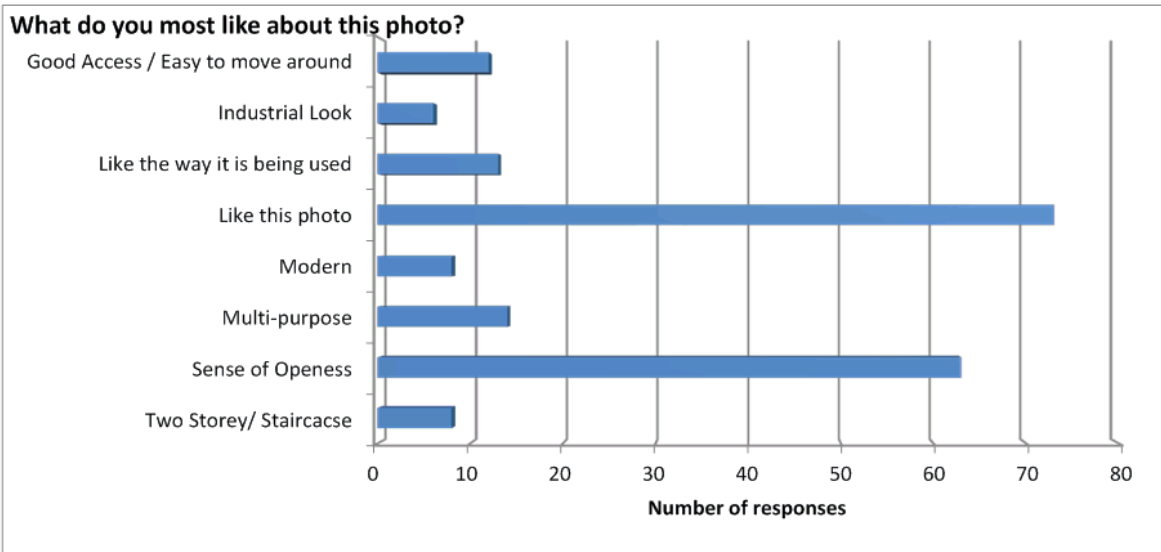


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(Noting that all ideas were recorded, which may result in more than one comment being recorded against each individual survey)

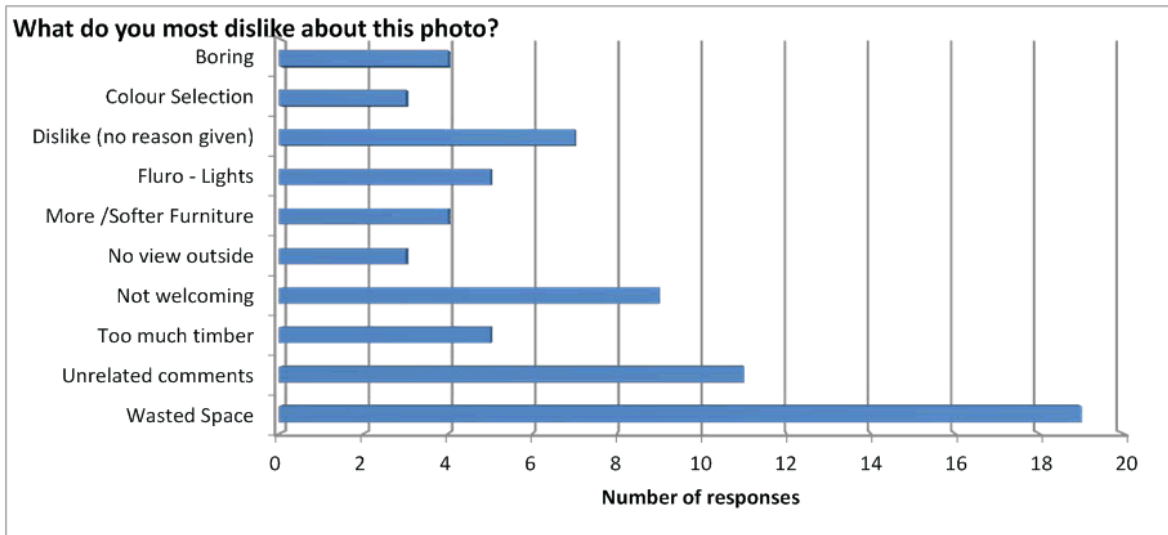
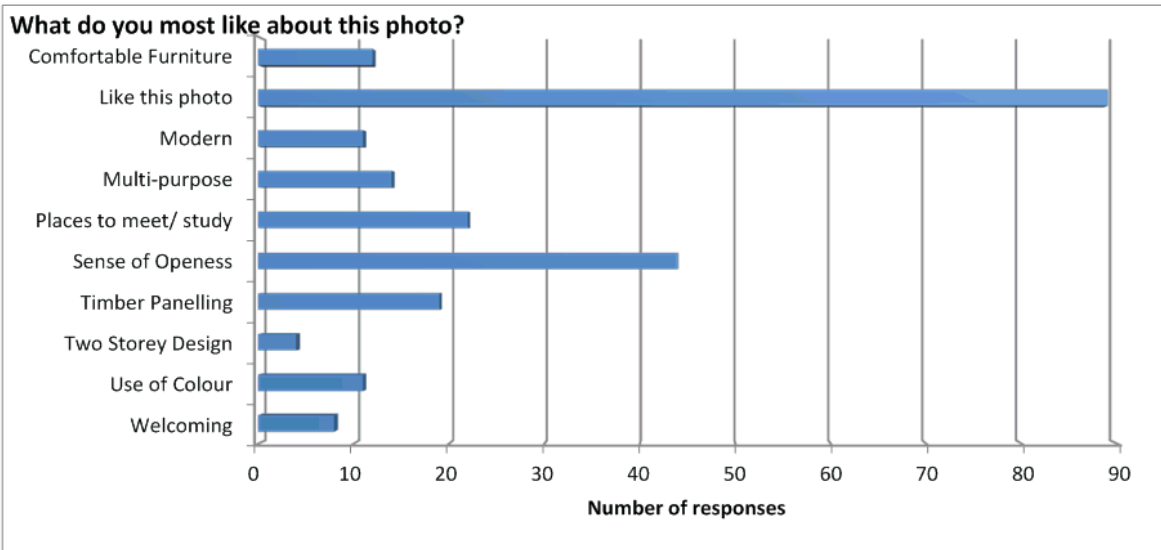


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(Noting that all ideas were recorded, which may result in more than one comment being recorded against each individual survey)

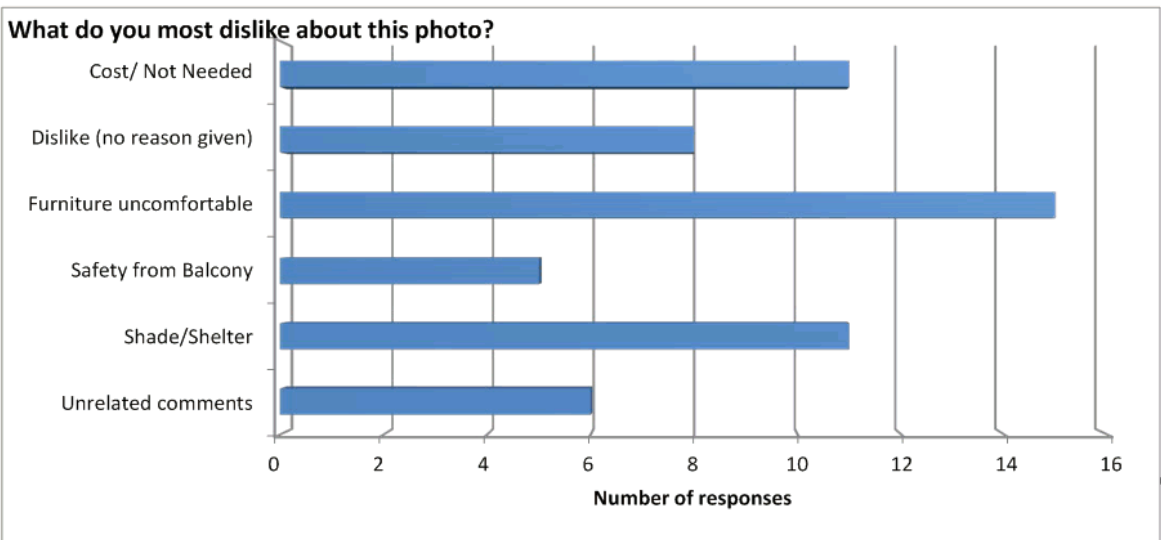
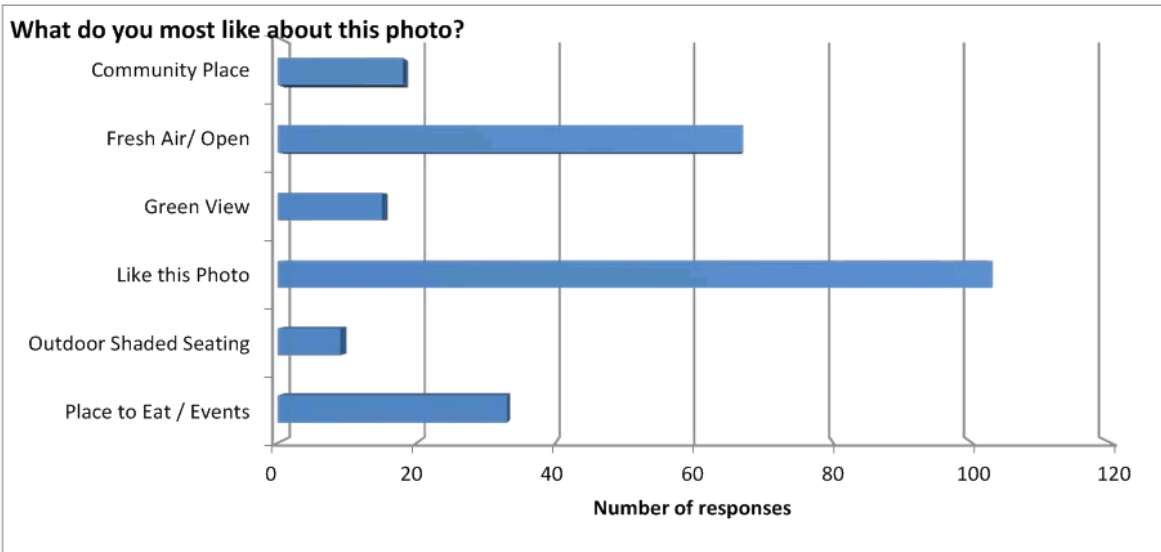


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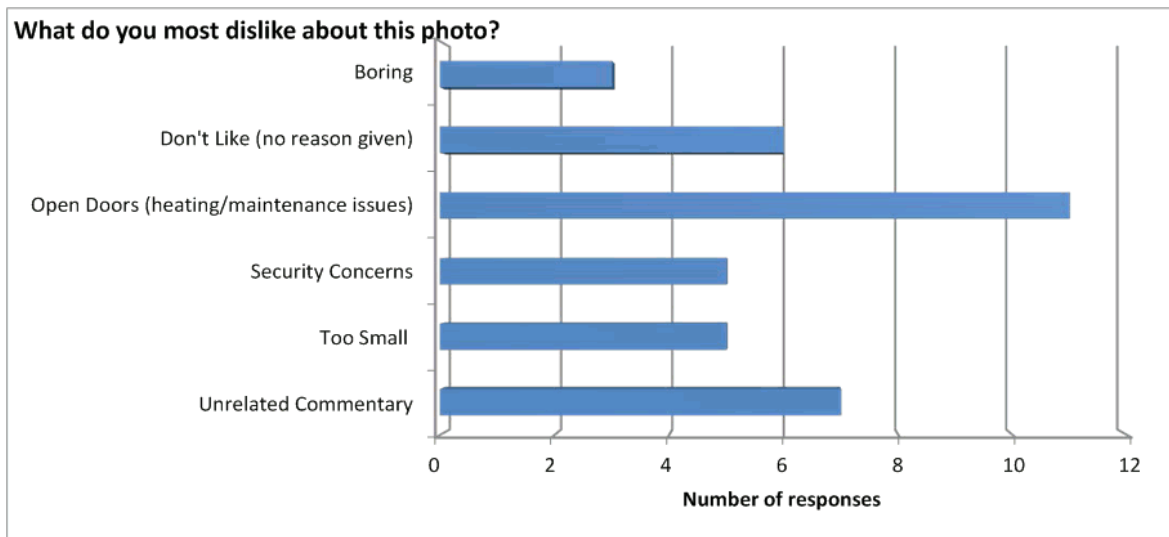
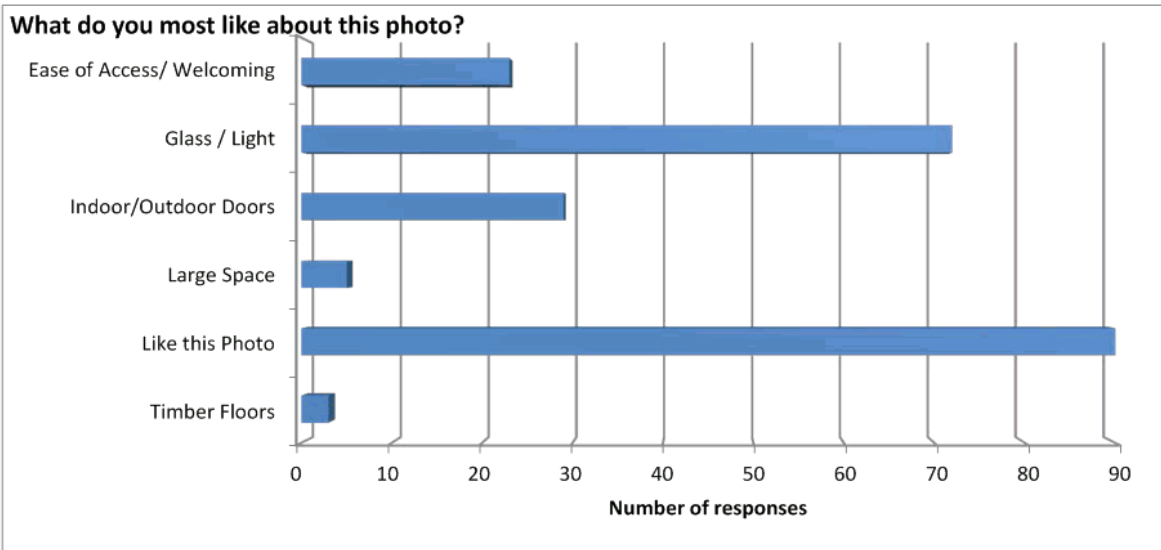
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ENGAGEMENTREPORT

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(Noting that all ideas were recorded, which may result in more than one comment being recorded against each individual survey)



ENGAGEMENTREPORT

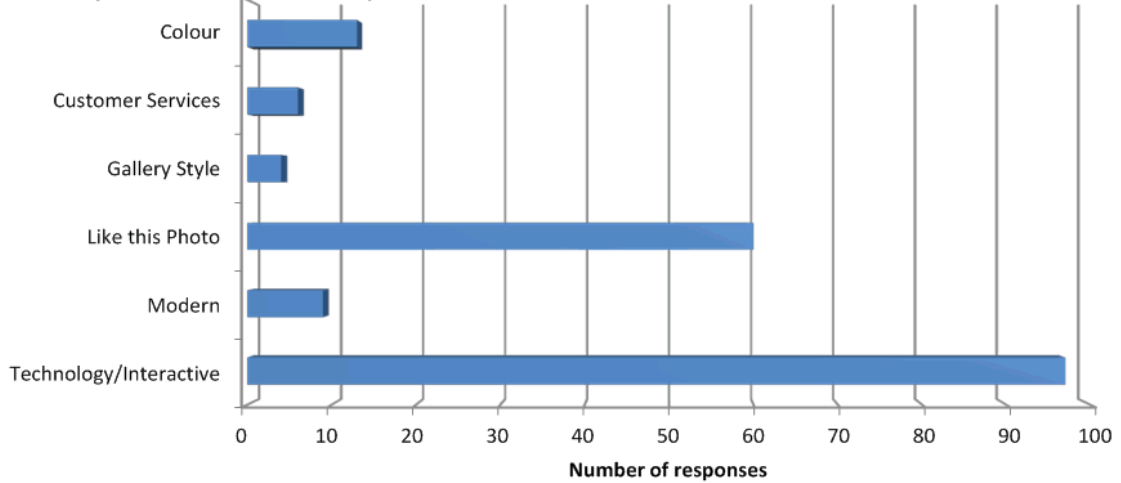
Help define the architectural design, materials and feeling for the spaces inside and outside the Salisbury Community Hub

What do you like and not like about the following photo?

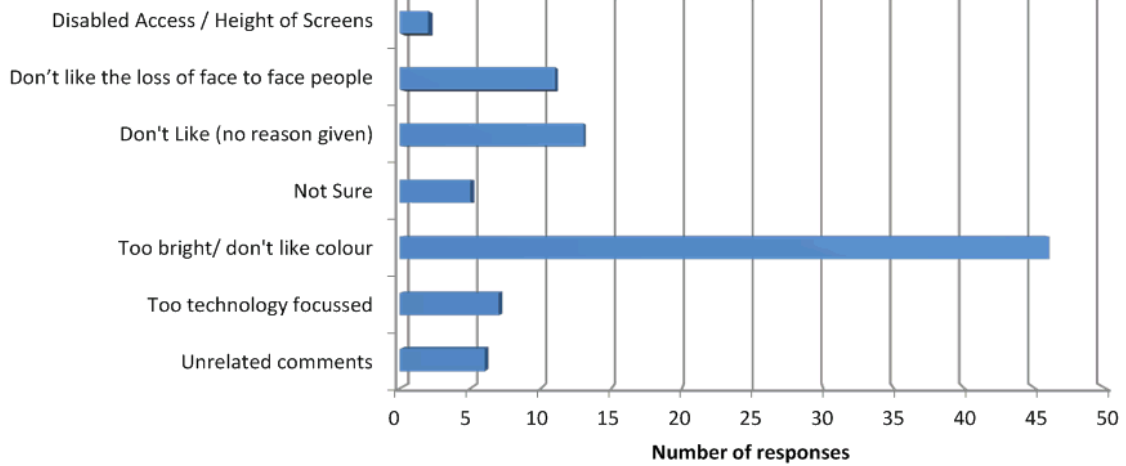
(Noting that all ideas were recorded, which may result in more than one comment being recorded against each individual survey)



What do you most like about this photo?



What do you most dislike about this photo?

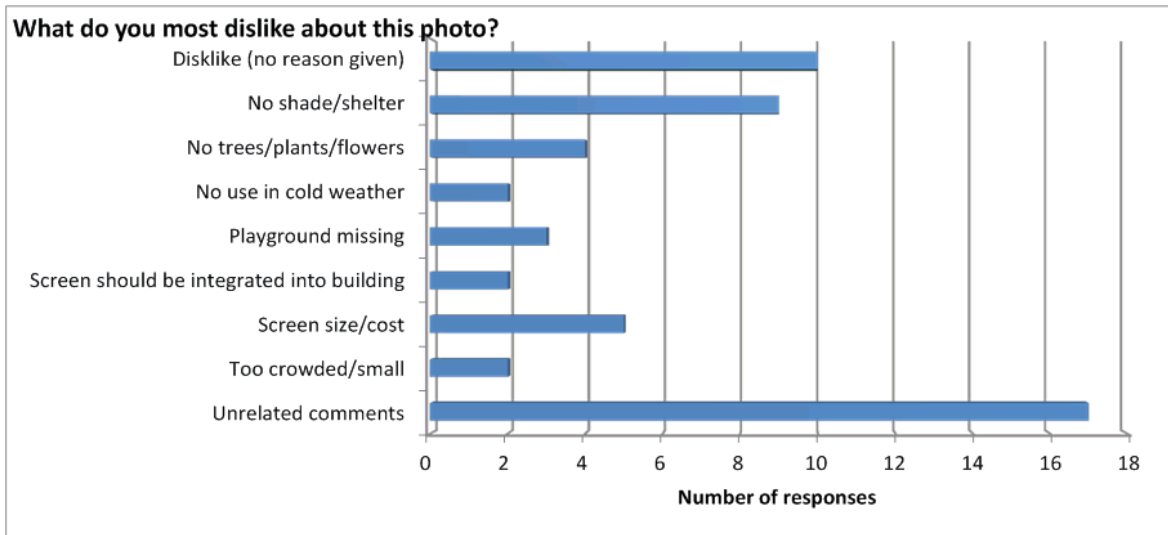
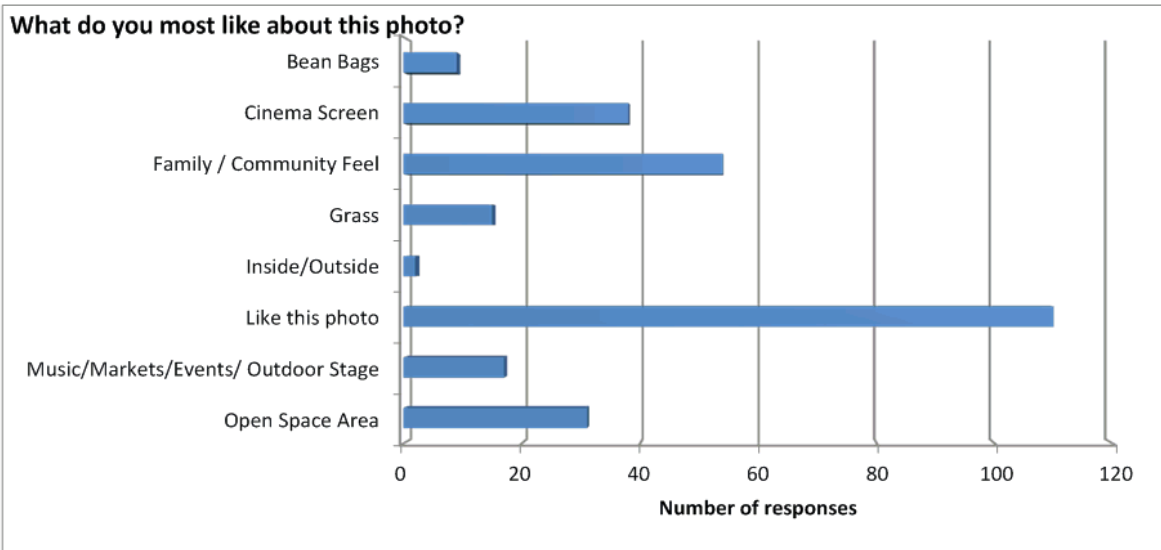


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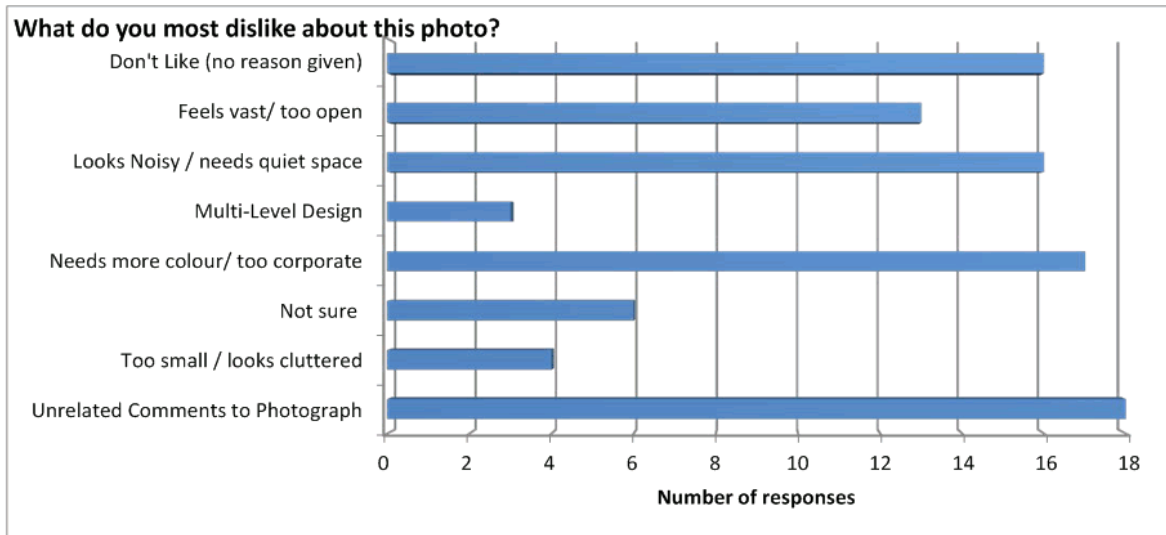
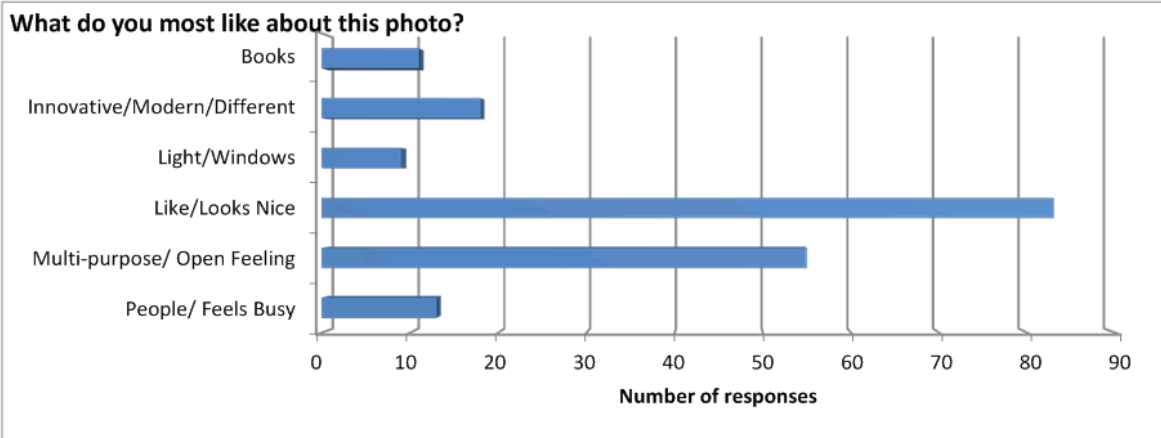


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What do you like and not like about the following photo?

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Photographic Examples Analysis

The nine case study photographs analysed on the previous pages were provided as a stand-up banner and as part of the online and hardcopy survey for two purposes. The photographs enabled staff to identify different spaces and areas envisioned within the Community Hub to test which resonated most strongly with the community. They were also used to seek feedback from an architectural and furniture design perspective as to what the community most liked and didn't like about other community buildings. This information has been of significant value to the Design Team and will continue to be reviewed to inform furniture, fittings and equipment (FF&E) and other selections in future stages of the project.

The top two photographs that achieved higher than 100 responses that the community liked what was represented in the photographs related to indoor/outdoor spaces that showed community using the building for events. The opportunity for an outdoor community balcony/terrace and the outdoor screen that can be used for cinema nights and community celebrations/sporting broadcasts were most supported.



Figure 3 - 110 Like this Photo in the surveys

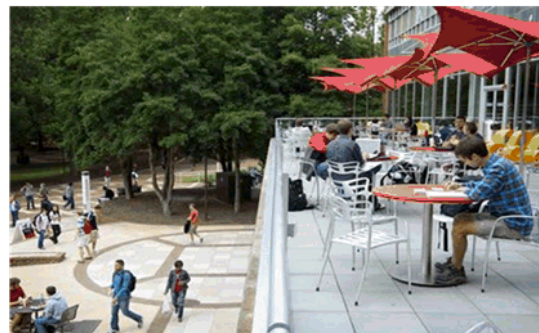


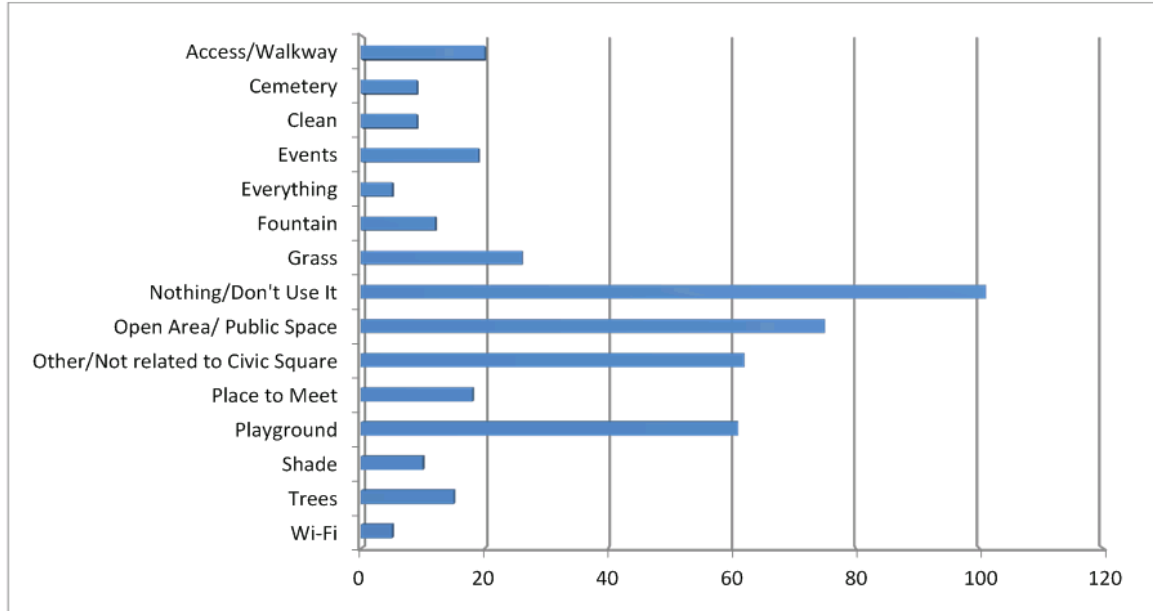
Figure 2 - 103 Like this Photo in the surveys

The case study photograph that was most disliked related to architectural style; there was a conscious decision to put two almost identical spaces with completely different architectural materiality side by side to seek feedback from the community on which was preferred and which felt most welcoming. While both photos were liked by between 70 and 95 people and shared a commonality in respect to the sense of openness, it was clear that there was a preference for the finished ceiling and timber/ natural materials in preference to the industrial open frame and exposed service ceilings.



What is also notable is against both photographs there was feedback that the space felt vacant, which will be a Design challenge for the design team in relation to furniture and layout of the ground floor of the Community Hub, that has a large open footprint for event mode capacity of up to 500 people, but for daily use this space needs to be broken down to make it feel more intimate and welcoming.

What do you currently like most about the Civic Square?



Despite the recent investment in the Salisbury Civic Square, there are still a number of respondents who don't use it or don't like anything about it (approximately 18% of the respondents). This is not unexpected given the lack of building directly interfacing with this space and outside programmed events there is minimal reason to visit for extended periods of time.

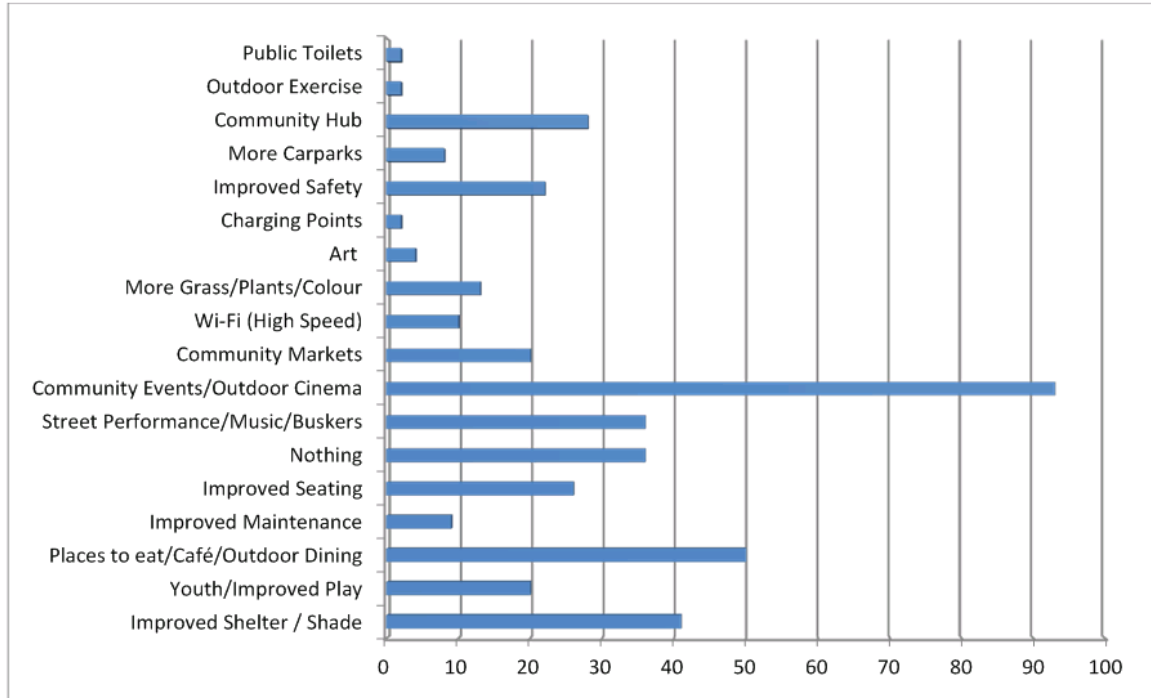
The selection of the preferred site for the Community Hub, immediately adjacent to the square is focussed around making better use of this existing space and investment to make the building feel bigger by incorporating indoor and outdoor events.

However there are clearly areas of the square design that are most valued by the community and should be protected and/or expanded as part of any works proposed to complement the Salisbury Community Hub. Most notably the top three elements that the community most valued about the square were:

- > Public Space and feeling of openness
- > Playground
- > Grass and Plantings

This question of what the community most valued in the Civic Square was also raised as part of the Community Drop-in days at Len Beadell Library where a heat map was created to identify those areas of the square most valued, which aligns generally to the findings in this survey. The heat map can be viewed on Figure 1 - Salisbury Civic Square Heat Map (Len Beadell Library), refer page 13.

What would make you want to spend more time in the Civic Square?



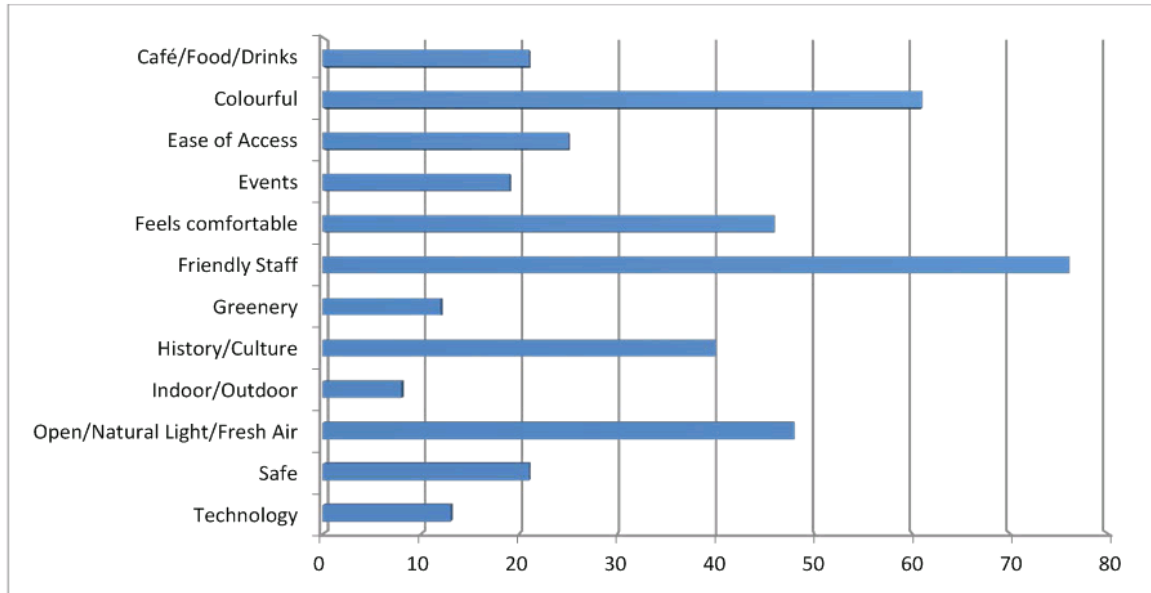
Building on the question of what respondents most value about the existing Civic Square, this question was designed to inform what would make people spend more time there, noting that a significant proportion of respondents never visit the square today.

A significant proportion of respondents advised that what would encourage visitation was the delivery by Council of an increased number of community events / outdoor cinemas (16% of respondents), followed by the introduction of outdoor dining/café spilling onto the square (9% of respondents) and improved shelter and shade (7% of respondents).

Across all responses, there is a clear design direction that should be considered by the Design Team in the design of the expanded Civic Square space and what the budget should be focussed towards to maximise the usage and attractiveness of the square to the Salisbury Community.

The Design Development drawings will include consideration of the retention of as much of the existing Civic Square as possible, without negatively impacting the functionality of the Community Hub, while also identifying new uses / facilities including the outdoor screen that could significantly increase the benefits for the community of the Civic Square.

What features make a community building feel welcome?

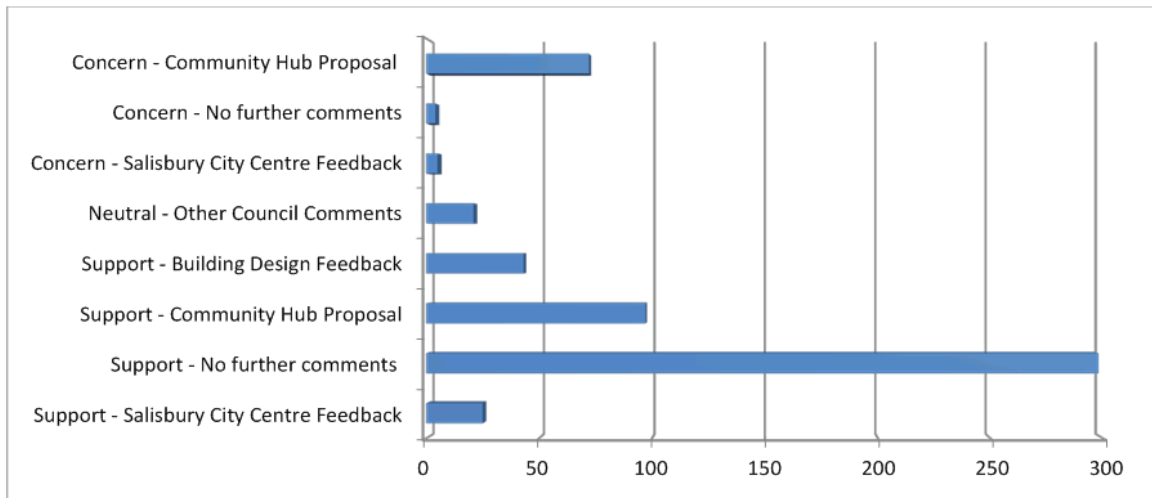


This question was seeking to provide community feedback to specifically assist the Design Team with the interior design and layout (in the absence of detailed floor plans) of how the building needs to invite the community to use it and promote the feeling of community ownership. A significant proportion of respondents advised that a friendly, smiling face at the door makes the place inviting was repeated, reinforcing that the hybrid concierge with assisted self-service model for customer service that is proposed is sound, and in line with the expectations of the community that successful buildings are all about the people.

In respect to interior design, a request for colour and an open, light filled space also strongly resonate in the community survey feedback. This aligns with much of the commentary on the case study photographs. This focus on light and colour that makes the building feel 'community' rather than 'corporate' should be a key driver to the FF&E components of the hub.

This question of what makes a community building welcoming was raised as part of the Community Drop-in days at Len Beadell Library where post it notes were used to capture feedback, much of which is repeated in the survey results. This was also a point of discussion at the Community Reference Group sessions held in May (which are not captured in this report. The post-it note results can be viewed on page 16 of this report.

General thoughts / feedback on the Community Hub Proposal?



The community engagement survey at the design development stage of the Community Hub proposal's development was specifically designed to understand:

- Respondent's current usage patterns of the Salisbury City Centre
- Understand what they most value in the Salisbury City Centre and Salisbury Civic Square
- Secure design feedback to inform design development works happening concurrent with the engagement activity relating to internal space design/architectural style and features.

However, an open ended question was included at the end of the survey to secure broad feedback on the proposal, provide a space for concerns with the project to be raised and capture other issues of importance to the Salisbury community. Due to the open nature of this question, a higher degree of analysis has been completed over the data to create the analysis outlined above, including reference back to the balance of the survey to filter no further feedback into a positive or negative category.

The summary of feedback provided as part of this final open ended question is summarised above, broken into three key categories:

- **Concern** –Raised specific concerns with the Community Hub Proposal, indicated no further comments but balance of survey raised concerns on the project or provided Salisbury City Centre Feedback with concerns raised about the community hub project in balance of the survey.
- **Neutral** – Raised issues unrelated to the Community Hub project including roads, maintenance, rubbish, security.
- **Support** – Either included specific commentary supporting the Community Hub proposal, indicated no further comments but balance of survey outlined support, provided supportive building design feedback or supported the proposal with additional feedback on issues/concerns across the balance of the Salisbury City Centre.

The neutral feedback represented **4%** (21 responses) and has been documented and provided to the individual Departments to ensure those concerns are separately considered as they fall outside the scope of the Community Hub Project.

The survey results demonstrate **82%** (463 responses) of community members who participated in Community Hub engagement supportive of the Community Hub project through provision of useful design feedback, positive

commentary or noting that they had no further comments on the proposal. Approximately **14%** (81 responses) raised concerns specifically with the Community Hub proposal.

Of note when reviewing in detail the 72 comments that have been categorised as raising concern with the Community Hub proposal specifically, the top three categories of responses in respect to total numbers included:

- 24 specific comments opposing the Community Hub project in any format
- 22 specific comments that the money should be spent to fix issues (improved parks, footpaths, roads across the broader Salisbury community)
- 20 specific comments that oppose the Community Hub as they consider the building is only for the benefit of Elected Members and staff and that there is no reason why the community would use this new Council Civic building.

Design Brief Alignment / Gaps

During the design development community engagement period the following ideas and themes have been identified that are considered to be outside the existing Design Brief provided to the Design Team. As a result of this feedback, it is recommended that the following inclusions be added to the Design Brief based on this community feedback:

- > Explore ways for the building through the technology projections but also internal fit-out to tell the stories of Salisbury. Specifically consider how rockets (including the potential of a small indoor playground) could be included within the children's library, in recognition of Salisbury's military past.
- > While the design brief seeks the cemetery to be respected, the level of support from the community and general wish to see the cemetery maintenance improved and the stories of early pioneers told should be explored with the Uniting Church.
- > Further opportunities for Youth (secondary school aged) in the Civic Square should be considered including the programming of the projection screen and promotion of music and other events to build on the young children focussed playground already highly valued by the community.
- > The role of water needs to be further considered as part of the building and / or civic square, given the importance of water as a symbol to Salisbury and the significance of water to many of our multicultural communities.
- > Incorporate a vegetarian only BBQ on the community terrace and/or Civic Square in response to specific requests from multiple multicultural groups.
- > Consider how technology and projection could adjust the contemplation room for a range of purposes.
- > Incorporate charging points into the external Civic Square spaces in addition to those planned to be provided in the main Community Hub.
- > Consider the role of music in the Civic Square including small stage/ busker spot and ability to play music into the square as part of community events.
- > A range of event spaces are required up to the 500 people maximum. Internal spaces should be configured to enable events for community hire ranging from 10 people to 500 people, with the community keen to make use of the new facilities if hire costs are reasonable.
- > Inclusion of a programmed place within the information learning centre where children can be creative.

The draft design principles were tested with the community as part of the survey, and confirmed the following key elements are most important to them:

- > A community feeling, that is comfortable and full of colour and life, not something sterile and corporate with uncomfortable furniture, small tables and crowded spaces.
- > A building that is full of light and open spaces.
- > While moving towards technology the importance of people and a friendly smiling face at the door is paramount.
- > The community are looking for a range of quiet study and reading spaces, to balance the open multi-purpose uses of the building. Create opportunities for both sorts of activities.
- > Council should consider a program of events linked to the new building, to provide opportunities for the Community to come together for entertainment and to attract those who do not visit Salisbury back into the City Centre. The community strongly see this as Council's role.

From the engagement undertaken on the Community Hub project it is apparent that the community would highly value improved opportunities to gather and are looking for facilities (both indoor and outdoor) that can host new events and entertainment. Concerns with security and lack of things to do or reasons to visit Salisbury City Centre continues to resonate through all forms of the engagement material as the main reason people do not currently visit the Salisbury City Centre.

The balance of the feedback received aligns strongly with the vision and direction set out in the initial design brief confirming that the general direction, scope of facilities and approach towards multi-functionality for the Community Hub are sound.

Appendix 1 – Salisbury Community Hub Engagement Survey Full Results

LETTER (

From: Denise Latto [REDACTED]
Sent: Friday, 25 August 2017 3:07:25 PM
To: City of Salisbury
Subject: Re: Civic Centre.

Hello! My name is Denise Latto – the address is below.

My comments in regard to a new Civic Centre are positive for three main reasons...

1. Salisbury is due for a 'face lift' and forward planning means taking risks and is costly, this is true.
2. The future of our city is vital for everyone, regardless of country of origin. We must set the standard that upholds our values, virtues and principals to encourage growth, trust, good communication and safety for all who choose to live here.
3. The Council have the ability to plan and can acquire the right people to plan and negotiate the necessary changes needed to achieve these, standards; the cost borne by residents will far outweigh the inconvenience of temporary 'patch-up' additions to the city centre.

The plans require great foresight that includes (I hope) facilities for helping new residents and strangers to our city, with an information and help centre staffed by a qualified attendant with technical back – up yet personal - one on one contact. Easy access and parking is another factor.

I wish the project well and believe the foresight and cost will be worth it.

Yours faithfully and with respect and recognition of our motto...A Living City..

Ms. Denise Latto PSM

[REDACTED]

LETTER 2

From: Robert Brennan [REDACTED]
Sent: Monday, 4 September 2017 5:16:10 PM
To: City of Salisbury
Subject: New community hub

As a citizen of Salisbury for many years I feel I must object strongly to the proposal to spend \$43 million on a new community hub. Surely there are much better uses this money could be put to. We rate payers have to live within our means, this should also apply to council. Perhaps a reduction in rates might be better use of the money. I am sure the existing facilities are still sufficient.

Yours Sincerely
Robert Brennan
Salisbury Park

file:///C:/Data/Work/comp/4526426/4526426-01.htm

6/00/2017

From: Trevor & Janice [REDACTED]
Sent: Monday, 28 August 2017 7:41:38 PM
To: City of Salisbury
Subject: proposed new council chambers

I wish it publicly known that it is my wish that my greatly gouged over the top Council Rates do not go towards the proposed new Council Chambers. The current one is totally adequate, in fact far better than many other Council Chambers in the Adelaide region.

I was written to, in response to a letter from me, by Mayor Aldridge and told that Salisbury Council District does not have homes and businesses valuable enough en masse that bring enough rates to cover their current NEEDS so rates for my home and others are gouged to make up the difference.

If my rates have to be gouged so much I would prefer them to go towards more important issues such as the dreadful sub-standard road surfaces etc. before a
W A N T not N E E D Council Chambers. I say NO NO NO – so please listen. Please make this email count. I would also vote for CAPPED RATES as we are already double what another council charges for a similar priced home. For a pensioner it is unsustainable and as we live on the periphery of the Council District we see nothing new going on that benefits us whatsoever. Walkley Heights would benefit by far by being incorporated into the Port Adelaide Enfield Council . One part of Walkley Heights is already part of this council so why not transfer the rest.

Janice Cook
WALKLEY HEIGHTS.

file:///C:/DataWorks/temp/4517456/dwnD2E4.htm

20/08/2017

LETTER 4

dwaBAAE.txt
From: Grant reimann [REDACTED]
Sent: Thursday, 24 August 2017 12:27:37 PM
To: City of Salisbury
Subject: civic Centre development proposal

Dear Mayor and fellow Councillors.
We write this letter in protest , at the proposed waste of money to build a new civic centre.You are recieving this email as it states our feelings , not the reflection of a survey by Survey Monkey which focuses on irrelevant questions .The existing Civic centre INCLUDING the library, is quite suitable and has many years of use .Where is the funding coming from for this proposal ?How will it affect future council rates ? How many years do you propose it will take to pay for this ambitious project .?How do you think / believe building a civic centre will attract investment ?It is astonishing to think that in this current state of economic hardship in the North , a council who should be responsible , has intentions of wasting money .There are many areas of Salisbury requiring attention ,and this money could be better used rectifying existing issues.The council needs to focus on delivering its core business , not entertaining grandiose
<http://scanmail.trustwave.com/?c=10585&d=p8Ce2VDqrya0TYbEqB0OqipJtTAwYer42h13fQnpuw&u=http%3a%2f%2fideas%2eas> for the Library , it is in a great location , so why bother changing it ? I suspect it is more about job sharing between customer service officers and library Staff .Are we Correct ? There were only two councilors, who had the Courage to stand up and say no .How many more of you are hiding .Remember you work for the people ,not scoring points . Regards Grant and Pat Reimann

Regards Grant and Pat Reimann



The Rotary Club of Salisbury (SA) Inc



PO Box 931
Salisbury, South Australia 5108
President
president@salisburyrotary.com.au
Secretary
secretary@salisburyrotary.com.au
www.salisburyrotary.com.au
www.facebook.com/RCSalisbury

Re: Statement submitted during the consultation process around the Community Hub

Rotary Club of Salisbury supports the Salisbury Community Hub

The Rotary Club of Salisbury acknowledges the need for the revitalisation of the City of Salisbury and is generally supportive of any development that is going to increase the economic activity and vibrancy of the Salisbury City Centre.

The proposal for a community hub, which whilst incorporating Council Chambers and relevant offices, will have the majority of the space dedicated to community use, is commendable. The community hub has the potential to attract private investment; increase activity in the centre seven days a week over longer hours and improve the overall safety and amenity of the space.

The Rotary Club of Salisbury welcomes the idea of a community hall that can accommodate large events, including high school graduations, which currently have to be hosted in Mawson Lakes or Elizabeth. With a growing population, the Rotary Club of Salisbury believes a state of the art library and community facilities are critical for the economic and social wellbeing of our community.

Whilst a significant investment, the club also recognises the important economic stimulus that this project will provide and that with the closure of Holden's imminent, this will come at a critical time for the people of Salisbury. We strongly encourage Council to support as many local jobs as possible during construction.

Our club sees this development as a significant, positive opportunity to create a truly unique, modern and vibrant Salisbury City Centre.

A handwritten signature in blue ink, appearing to read "Celian Kidega".

Celian Kidega
President
Rotary Club of Salisbury
25 August 2017

From: Terry and Nora [REDACTED]
Sent: Wednesday, 16 August 2017 4:09:18 PM
To: City of Salisbury
Subject: Proposed New Civic Centre


To who it may concern,

Myself and my wife are in total agreement with Councillors Chad Buchanan and Beau Brug (The Northern Weekly, Wednesday August 16th) when they deplore the obscene expenditure of \$43 million on a proposed new civic centre. As Councillor Buchanan correctly asserts we should be allocating Rate Payer funds to the upgrade of basic facilities and not to erect a 'Taj Mahal' as an expensive replacement to the existing facility.

Our public footpaths in many areas are in appalling and dangerous condition with raised services caused by the upthrust of road side tree roots. Additionally, grass verges are not adequately maintained with elderly and disabled people having to traverse knee length grasses to access bus stops and to cross roads. Remedial action to correct such facilities is a far more import priority than a new Civic Centre. Further, as a Para Hills West resident of 53 years I feel as strongly about this proposal as well as the plans for the new Library Complex and Community Centre on Wilkinson Road with the demolition of the Popular 'Paddocks House' - another avoidable expense which could be ameliorated by a simple upgrade! I note the cut of date for public comment is a totally unrealistic 28th August. A public meeting must be called where Rate Payers can express their feelings on these far reaching and expensive plans.

T B Payne

[REDACTED]

 Virus-free. www.avast.com

file:///C:/Data/Welcome/4504671/4504671-121017

ETER 7



Our ref : 4.86/999994
Reply to : Adelaide Office

Legal Practitioners

Anthony Rossi
LLB(Hons) Notary Public
Richard Wills LLB
Anne McDonald LLB
John Cronshaw LLB
Linda Appelbee BA LLB LLM
Arthur Siow LLB(Hons)
Simon Ridley BA LLB
Evelyn Johns
LLB(Hons) BCom(CorpFin)

23 August 2017

City of Salisbury
PO Box 8
SALISBURY SA 5108
Attention: Mayor Gillian Aldridge and Chief Executive John Harry

BY EMAIL: city@salisbury.sa.gov.au

Dear Mayor and Chief Executive

RE: PROPOSED COMMUNITY HUB IN SALISBURY CITY CENTRE

I refer to the public information session which took place at the Len Beadell Library on 18 August 2017 and I am writing to confirm my views in relation to the proposed development.

By way of relevant background I confirm that I have had an affinity with the City of Salisbury all of my life.

From when I was born in 1960 I lived the first 21 years of my life as a resident of Salisbury. During that period I observed what were largely paddocks being developed and the substantial commercial development by way of the Parabanks Shopping Centre.

For more than the last 20 years I have had a branch legal office along Commercial Road being opposite to where I undertook my primary school years at St Augustine's Primary School.

The city centre has continued to have somewhat of a "boutique" feel to it in comparison to the substantial expansions of city centres of other councils, but it has, to some extent, stagnated and is in need of reinvigoration.

Other than the small precinct around the cinemas, there is little to attract members of the community to the city centre at night.

I strongly support the proposed development by way of Salisbury City Centre Community Hub. It would centralise the Library, Council Chambers, generally the business activity associated with the Council and also provide an opportunity for a gathering of members of the community at significant community functions and the hall area could be let out for private functions as well.

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Areas of Practice

Personal Injury
Motor Vehicle Accidents
Workers Compensation
Medical Negligence
Employment Law
Defamation
Wills & Estates
Powers of Attorney
Advance Care Directive
Family Law
Conveyancing
Business & Company Law
Insolvency & Restructuring
Civil & Criminal Litigation
Debt Collection

Adelaide Office
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Adelaide SA 5000
P +61 8 8125 7000
F +61 8 8125 7001
GPO Box 650
Adelaide SA 5001

Salisbury Office
42 Commercial Road
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W www.rossilcgal.com.au

ABN 48 008 110 478

A. Rossi Pty. Ltd.
ACN 008 110 478

Rossi Legal

- 2 -

I note that the design of the building structure is very much in a preliminary phase and I make the following comments and observations:

1. Noting that the front of the building will be facing full west and that there will be substantial areas of glass, it will be important to carefully consider the sections of overhang and the sections without overhang so as to ensure that the design has regard to the light and heat, particularly during the hot summer months, will be addressed.
2. I observed very little by way of planned landscaping in front of the building structure. It will be important to ensure that there is a good connection between the interior and exterior so as to encourage the free flow of people both inside and outside.
3. I understand that, on the ground floor, there will be an area devoted to a snack bar/café. With the right landscaping it could present a wonderful opportunity for people to gather outside on nice days and that would also attract others to the centre. Effective shading, at all times, for those who would be outside needs to be incorporated in the design.
4. As indicated above, I understand that there will be a hall area internally and that the Council will make the hall available for hire. The size of the building structure is such that, properly designed and with effective partitioning, a range of hall sizes could be made available and, potentially, multiple functions utilising the centre at the same time.
5. You may wish to have a room potentially available for use for advice as a community service. For example, the Law Society of South Australia provides low cost preliminary legal advice. The Law Society may have an interest in exploring the possibility of sessions, from time to time, to provide preliminary advice in similar circumstances. I expect that there would be other industry groups who may have a similar interest.

I believe that, properly designed and executed, the project will encourage more people into the city centre both during the day and at night. That is likely to result in more investment in entertainment with more restaurants and bars. If a greater degree of vibrancy can be achieved then the Council is also likely to see more substantial investment in the city centre and I would envisage that this would not be restricted to the traditional commercial investments but also would encourage developers to contemplate developments which would include inner city residential living. That would add further to the vibrancy of the city centre.

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Rossi Legal

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The Council should be encouraging development in its city centre. There is no better way than for the Council itself to commit, in a significant way, financially and by way of the proposed development.

I am confident that the proposed development will be successful and that it will be for the benefit of all members of the Salisbury community.

Yours sincerely,



Tony Rossi

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LETTER 8

brenton

From: "brenton" [REDACTED]
Date: Friday, 25 August 2017 8:12 AM
To: "salisburycitycentre.com.au/haveyoursay"
Subject: Community Hub

Well here we go again with our so called leaders wanting to waste rate payers money and develop something that is not required instead of looking after the grass root things that your areas residents elected you for. Forget your political ambition, you all are not another Tony Zappia, by rights all of the elected members should have NO POLITICAL alliance's at all, after all you were put there by your areas rate payers not to gain political gains. Remember, look after those who put you there to represent them and not waste their rates on useless stuff to satisfy those employed by the council who aren't ratepayers from within the district themselves. Tell them to take their dreams elsewhere and not make us, the ratepayers suffer more to cover costs for their ambition.

There has been examples of your office staff falsely telling rate payers one thing and then going ahead and doing the exact opposite. Example, it was first mooted that Fairbanks drive reserve was going to get upgraded with turf and irrigation , but instead, you in conjunction with a private school, developed an oval, car park roadway into the school plus a roundabout on Byron Bay Drive, banning the public use of what by rights there reserve, use during school hours. This project should not have happened, remember, reserves are left in development stage by the developer for use, 24/7 by those who bought in the development and not some private school. A waste of one million dollars of rate payers money .

Therefore where it was first proposed to be done becomes a dust bowl, fire hazard during summer, kids playing on playground equipment getting sunburnt whilst those that live in yuppie suburbs get everything above and beyond. Come on where is the justification here. I have lived in this area for thirty years and the only improvement that has actually happened has been fencing on tennis court, upgraded playground equipment to bring it up to standard.

You cannot even get new roadwork's designed properly, example being how the new roundabout on Burton Road and Bio? Street having to be ripped up and redesigned within four months of being completed. BUT, we, the rate payers will once again have to be inconvenienced due to the lack of proper specifications and overseeing by your office gurus who seem to have left what they learnt at university behind. Check with Department of Infrastructure and see what their specifications are on roundabouts where heavy articulate buses and semi-trailers frequently use the slow down point.

Then you have the story about the damaged footbridge on the Little Para Trail, which was damaged nearly 12 months ago, which you try to put off as a slow insurance payment, I don't think so. It just goes to show how arrogant the staff within the office are towards the ratepayers, we are not the ever ending honey pot that you think we are, we want true value for money and not be fobbed off hoping that we will go away

We don't need a new community hub, especially when John Street is such a disgrace with rundown footpaths, dull looking shopfronts, cluttered footpaths, if you reckon that we need a new Community Hub well you are dreaming and will only burden ratepayers further. Forget about what Playford is doing and go back to basics, spend money on footpaths, upgrading Fairbanks Drive reserve and only employ people who actually live in and pay rates within the council district and above all, get your heads out of the sand and get out about and actually meet your constituents

25/08/2017

and see what they actually want for their area and forget about wasting more money on St Kilda playground after all how much money generated from there was used to redo the facility , do all those few ratepayers want to have their peace and quiet disturbed all the time Then you have Howey Bowey reserve where thousands of ratepayers money is spent, upgrading and maintaining it for outsiders benefit. What money do both these areas for the upkeep.

NO WE DON'T NEED A NEW COMMUNITY HUB, start by trying to get the suburbs back up to date with road maintenance and repairs and before major reconstruction is carried out do a vehicle usage study to determine volumes, axles and size, repair footpaths so that ratepayers can see their money being used wisely and ensure that outside staff **DON'T** just drive past rubbish dumped or tree branches, take some pride in their work, and don't come back with that they need a works instruction .

LETS GET SOME PRIDE AND COMMUNITY SPIRIT BACK INTO THE RATEPAYERS, ACHIEVE THAT AND THEN MAYBE WE WILL NEED A NEW COMMUNITY HUB BUT UNTIL THEN BE SATISFIED WITH WHAT WE HAVE GOT.

If you still insist on going ahead I will then know that this has been a complete waste of time and that the only people you are concerned about is yourselves, but I do suggest that if you do go ahead, sell off the library and Council offices and rent them back until the new building is completed and remember, staff should have to find their own parking area and not expect one to be provided, its just some more food for thought and it is good to see that a couple of the younger councillors agree, pity more won't side with them. Maybe we would be better under one massive council much Like Brisbane and then we wouldn't have to worry.

Sincerely

Brenton Flatman

25/09/2017



Salisbury Business Association Inc.

20a John Street Salisbury SA 5108

PO Box 971 Salisbury SA 5108

M : 0414 813 202

Email : info@salisburyba.com.au

Listen to us on PBAFM 89.7 every second Tuesday, 10.30am – In Sync with Salisbury

Attention: John Harry CEO
Mayor Gillian Aldridge
Terry Sutcliffe – General Manager – City Development

Dear John, Gillian and Terry,

Firstly, my apologies for the delay in sending this thank you.

On behalf of the Salisbury Business Association and its members, I'd like to take this opportunity to thank Council for providing the Business Breakfast Forum as part of the Proposed Community Hub Consultation Program.

We greatly appreciate the opportunity to provide feedback specifically from a local trader, business and landlord perspective. It was also great to be able to discuss the Community Hub in depth with yourselves and other members of your team, and to meet with representatives from the design firm.

The Salisbury Business Association reaffirms its support of any developments and initiatives which will:

- (1) improve the vibrancy, marketability and potential of the Salisbury City Centre,
- (2) add economic impact to the City,
- (3) activate the City Centre after hours,
- (4) promotes Salisbury as a commercial and cultural destination,
- (5) facilitates and supports investment, building and development opportunities, and,
- (6) enhances the capabilities and market competitiveness of our members.

Thank you again, for dedicating the resources to our session and good luck with the next stage in the process.

Regards,

David

David Waylen
Executive Officer

Working for, and on behalf of, the Salisbury City Centre businesses

Events include the Salisbury Food and Cultural Festival, Salisbury Car Show, Salisbury Business Awards and the Annual Salisbury Community Christmas Parade

Appendix 2 – Engagement Promotion Collateral

Respondent ID	Gender	Age Group	Suburb	Do you own, operate or work in a business located in the Salisbury City Centre?	How regularly do you visit the Salisbury City Centre?	How regularly do you visit the Salisbury Civic Centre (Council Offices) in person?	How regularly do you visit the Len Beadell Library in person?	What programs, services or facilities do you feel would encourage you to visit the proposed Salisbury City Centre Community Hub?	What do you like and not like about the following photos to help us define the architectural design, materials and feeling for the spaces inside and outside the Community Hub?	http://eservices.salisbury.sa.gov.au/survey/monkey/image1.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image2.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image3.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image4.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image5.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image6.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image7.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image8.jpg	http://eservices.salisbury.sa.gov.au/survey/monkey/image9.jpg	Open-Ended Response	Open-Ended Response	Open-Ended Response
6344754916	Female	36-45	Brahma Lodge	No	Most days	Monthly	Weekly	I enjoy anything that shows the creative talents of locals.	Set up is nice but screen is too close to the table.	Too much glass ! It gets really hot in Salisbury.	love the open look.	Love this !!!	Love the idea, hate the industry look though.	like the open look.	I don't like this bright yellow.	like the open grass space.	Not a big fan of multi levels.	The soft squishy grass.	A bit more shade and places to sit and eat.	Anywhere welcoming for the family.	
6344768113	Female	26-35	Brahma Lodge	No	Weekly	Never	Quarterly														neutral supportive
6344773151	Female	36-45	N/a	Yes	Most days	Most days	Quarterly	unsure	Love	Useful community feel	great space	great space	looks Uni	ok	What's this?	Love it	Very small - hard to see	Great playground	If it was cleaner	neutral supportive	
6344815360	Male	56-65	Mawson Lakes	No	Never	Never	Never	None visited in 58 years of living in Adelaide													Move the Civic Centre to Mawson Lakes CBD
6344847423	Female	46-55	Salisbury	No	Most days	Yearly	Quarterly	None it's a waste of ratepayers money.													As stated above this is a waste of ratepayers money.
6344885857	Female	36-45	Salisbury	Yes	Most days	Monthly	Monthly	More community events	I am sick of Salisbury council bringing in all the immigrants into my area	They don't keep there house and yards clean	This is such a waste of money, my hard earned money.	I get up to go to work in Salisbury everyday and this is not needed	There is no demand for it and it doesn't fit in with the areas economics	Council needs to spend money on cleaning up the streets, verges and making immigrants aware they can't dump rubbish in the streets		Useless waist of our rates	Clean up our streets we live in	The play ground and council chambers is fine where it is, it all functions well and suits Salisbury economic status. Which is full of immigrants that congregate together.	Community markets and events		I have lived in Salisbury all my life and have worked in Salisbury for 25 years, things need to change but not the redevelopment of a city square. I personally am sick and tired of basically calling the council because of rubbish dumped out front of houses or a number of trolleys left in our streets, People walking the streets at all hours of the night stealing our plants and hoses. WHY? Because you as a council are welcoming the immigrants but not showing them how to adapt to our society, they are all renting houses in my area NOT RATE payers and yes there is a lot in Salisbury council area. So I say no to a new civic square funded by my hard earned money, spend it on something that is going to give my children a job as a new civic square isn't going to help with the low employment in the area.
6344874077	Female	46-55	Paralowie	No	Weekly	Yearly	Never														Dont waste money on buildings that most of the people wont use.... beautify the surrounding streets, make more playgrounds and parks for families. Upgrade shopping centres
6344978036	Male	36-45	Salisbury	Yes	Most days	Monthly	Monthly	Community arts space, digital access in libraries, meeting rooms, event space	still low tech	blend of cafe style public space	if using for public events need comfy seats					yes - love the big screen		public access	Free high speed wifi with power charge points and shaded seating - laptop use, Big screen for special events,		about time the Salisbury centre is the poor cousin to other cities now - spend the money and drive investment
6344972376	Female	36-45	Mawson Lakes	No	Never	Never	Never	None - this is not an area i have ever wished to visit.													Please do not proceed to increase Councils debt levels
6344987721	Male	56-65	salisbury heights	No	Weekly	Weekly	Yearly	more community events			I like this more industrial look not so expensive				I like the self serve aspects of this				The cemetery	community events	I agree with the concept of a community hub and it should be adaptable for community events inside and out.
6344986072	Female	36-45	Salisbury	Yes	Most days	Most days	Monthly	More free activities in Civic Square	Very useful to come people	looks nice and bright.	Would be great for community activities	Not really sure what you'd use this for?	Nice to have some outdoor seating	Nice door	Self serve would be good if we don't want to wait in line	Love this - real community feel	Looks nice		I like that it gets great sun, but there's shade. There's always loads of kids enjoying the play equipment.	it would be better if it was cleaner and more open.	Sounds like a great idea.
6345015601	Female	26-35	Burton	No	Quarterly	Never	Quarterly	I am totally against the waste of money which will be the new civic centre. Tell Ms Aldridge to stop wasting our hard earned rates on things that will only benefit her and her staff. Many are aware this new civic centre will be used mostly for council chambers and admin services. I am appalled that the old building isnt going to be refurbished instead, estimated to cost only 11mil opposed to the new building, estimating 4x that amount. Gillian you've lost my vote thats for sure	It would be good if i could see the photos. They're all invalid format										The fact my rates were affordable. I chose to live in Salisbury because it was an affordable city. Knowing more 3% rate increases are foreseeable makes Salisbury a lot less desirable	More car parks I cant even enjoy parabanks or jakes street because there is never enough parking! Let alone trying to park at the interchange!	Not happy that the council has gone ahead with this project without proper consultation, only offering sessions now that the building timeframe has been approved. Sneaky and plain rude

Respondent ID	Gender	Age Group	Suburb	Do you own, operate or work in a business located in the Salisbury City Centre?	How regularly do you visit the Salisbury City Centre?	How regularly do you visit the Salisbury City Civic Centre (Council Offices) in person?	How regularly do you visit the Len Beadell Library in person?	What programs, services or facilities do you feel would encourage you to visit the proposed Salisbury City Centre Community Hub?	What do you like and not like about the following photos that help us define the architectural design, materials and feeling for the spaces inside and outside the Community Hub?										What do you currently like most about Civic Square?	What would make you want to spend more time in Civic Square?	Any general thoughts or further feedback?
6345043968	Male	65+	Gulftree Heights	No	Monthly	Quarterly	Yearly														neutral supportive
6345079295	Female	46-55	Salisbury East	No	Weekly	Never	Never	Kids activities Music Markets	Impersonal Ok	lot of space that won't be used	Again not financially prudent to spend money on a void	Getting better	Not sure what this is	Ok	Now we're getting somewhere, this is what we want for our community			Nothing	Markets Food Music Kids activities		This money you are spending is ultimately for and funded by the community - less investment for corporate structures and more on community spaces
6345106351	Female	36-45	Salisbury Downs	Yes	Most days	Most days	Weekly	Coffee Shop, space to read, relax. A place for my children to do homework after school.	innovative	spacious and inviting	Room to breathe - open and inviting, casual atmosphere	too much wood	awesome, can see myself sitting here at lunchtimes	inside out - awesome	great	inviting and relaxing	different, innovative, exciting	Shade	Good coffee, better wifi, better seating		Make Salisbury Better! A safe place that my kids can continue to grow.
6345130058	Female	56-65	Salisbury Downs	No	Weekly	Quarterly	Monthly	There shouldn't be a new community hub	No hub	No hub	No hub	No hub	No hub	No hub	No hub	No hub	No hub	No hub	It's better than being empty	don't spend time there	The survey shouldn't be devised to suit the proposed councils needs or projects. There should be a survey for Salisbury residents to voice their opinions. The proposed \$40 million should be spent on fixing the roads and the more important areas of the council area not on new buildings for the privileged workers. The council chambers isn't that old that it needs replacing. I feel the questions asked will only support the council in their ultimate goal in spending money where not required. Spend money for the safety of your rate payers.
6345158265	Male	65+	Salisbury	No	Most days	Yearly	Weekly	The library, music events, arts events. The Fringe Garden events have been a bit of a flop. I deal with the council on line and do not need to visit in person unless it is a submission to council on a planning matter.	This facility looks more like a council use that agree it is needed for council staff meetings.	Not sure why we need a new cafe in Salisbury. I would leave cafes to the private sector in John Street and Parabanks. I wonder if the cafe is just a way to get people in the doors of what can be a sterile official building. Why not just allow a food van to be set up in the open park and have lots of seats and shade to sit under. That would attract more young people.	It looks like a railway station and I cannot see why we need such a large open and probably most often empty space.	This looks like the Council desk. Why does it need to be so spacious. What ever goes in must be interactive - art, craft, music, technology with visiting specialists.	if you are going to have a cafe, this is where it should be, with a good vista. Otherwise I am not sure who will use it and why. I do not see young people being attracted to anything I have seen.	Joining the ground floor to the square looks interesting but what would be its use, I am not sure.	Interactive information displays is a good idea but this does not need acres of space to be effective. Could be a space for digital art work too.	Now this space looks interesting. It could be used for open air cinemas or music events.	Place for kids to play and hold the occasional event. Open spaces also break up the architecture. But it does need much more play equipment.	Things happening (music events, ethnic festivals), things for children to do (a place to take grandchildren), craft fairs but not junk stalls, interactive events, buskers and more shade for hot days and inclement weather. What ever is in the space must be regularly changed to maintain interest.	The loss of car parking space may be an issue as parking near the cinemas is often at a premium, especially for disabled people. There are only 2 disabled spaces and they are usually full meaning drop off and distant parking is required. Our preferred place is the car park that is being removed. As part of the redevelopment, a revitalised John Street "Main Street" programme is needed to give this area a lift too. Please also include a closure of the Park Terrace railway crossing as part of the greater traffic management programme. If you are hoping to increase the pedestrian traffic in this precinct, please also consider making John Street a pedestrian mall.		
6345155873	Female	56-65	Salisbury Downs	No	Yearly	Never	Never	Perhaps yoga or meditation classes perhaps a coffee shop or other meeting space but not much else would interest me	Love the architecture with full windows	Looks like a bit too much wasted space but I like it	Like this space a lot	Good outside space	Love the indoor outdoor feel					I do not like it much. No shade at all, too hot in summer.	More modern, better seating and SHADE.		I would like to strongly object to the Building of new Council Offices with a token community "hub" in the current financial climate! I feel there are many more areas that need attention before this!!!!
6345175588	Female	46-55	Salisbury North	No	Weekly	Never	Weekly		Cluttered space but like that it allows for intimate groups	Love this. Open plan, social, cafe, view outside, natural light, accessible for disability	Love this. High ceiling, open plan. Spacious. Student style seating suits youth/networking	Don't like no view outside. Not natural light and air. Not good seats for aged or disability	Need more shade and grass for outside areas. Too hot and glaring in summer. Wet and windy outside of summer	large glass doors can be confusing people walk into them, also large open doors blow leaves and rubbish inside - maybe an alcove?	Doesnt appeal to me personally but need to engage techy youth population	Not impressed with no trees and not enough shade. Useless for summer. But love outdoor music and movie idea.	Is this library? Too spread out is harder for disability to walk and navigate over distances.	Plenty of trees, seats, interesting variety of spaces. Love the grass. Love to see buskers there. Kids love the (limited) play space.	More comfortable seating (back support). Shelter from wind and sun. Access to WiFi plug in to charge. More events outdoors, craft for adults too - games like giant checkers and backgammon. horseshoe, croquet etc.	Aging and disabled population need to consider noise levels. Flooring to allow walkers to move freely. Control over air-conditioning. Shelter from elements. Ergonomic seating. Access and comfort of toilets. Adequate signage and instructions in bigger print. Consider soothing elements - play of light, natural features, water, fish, flames.	

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6345179240	Female	36-45	Oakden	No	Most days	Quarterly	Most days	More things for children and teenagers to do	Like	Like	Like	Like	Like	Like	Like	Like	Like	Easy to walk around and the shopping is great	More shops, community centre, better help.	Thought better help for people with medical conditions. Community support. e.g. diabetes	
6345183090	Male	65+	Salisbury	Yes	Weekly	Monthly	Weekly	Continued support of JP service. Important access provided for elderly population of Salisbury for JP services.	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Very Good	Enhances central part of Salisbury - Takes away concrete jungle look	Outdoor shelter with coffee facility	This idea is excellent as will bring together and should enhance the city as a vibrant and welcoming place.	
6345187769	Female	0-15	Valley View	No	Never	Never	Never	Opportunities to volunteer	I like that it is a learning program.	like the spacious area and seating	like the space and comfortable areas and spacious walk way	I like the table area	like the view	Open	Technology	Grass	Windows	??	Live closer	No thanks	
6345184588	Male	65+	Brahma Lodge	No	Most days	Yearly	Quarterly	Computer Training Gardening Programs Any programs that improve lifestyle	Like				Like	Like	Like	Like			More shade and seating	Keep new areas clean and pleasing to look at and be at	
6345185497	Female	36-45	Salisbury	No	Weekly	Never	Yearly	Computer courses										Open space	Opportunity for family events like civic park, modbury	Needs to be inviting	
6345187707	Male	66-55	Parafield Gardens	Yes	Weekly	Yearly	Weekly											Nothing	Coffee and internet	Library needs to open longer hours on weekend	
6345189680	Female	56-65	Mawson Lakes	No	Weekly	Quarterly	Weekly	For me library borrowing service is prime. Good collection is imperative.		A coffee shop good	looks like a lot of wasted space								Unless shade for summer would be an issue	Looks appealing	neutral supportive
6345193996	Female	65+	Salisbury	No	Most days	Quarterly	Weekly	What is here now is what I visit													I am against this re building. My rates are so high for my very small place and this work will definitely increase rates no matter what I've been told. If need be, pull down existing chambers and rebuild instead of going into a car park - how absurd.
6345194590	Female	46-55	Paralowie	No	Quarterly	Yearly	Quarterly														neutral supportive
6345217179	Female	65+	Para Hills West	No	Most days		Weekly	Cultural Events (concerts etc.)			Don't Like. Too industrial feeling.								Green, children, friendly, practical with seating for adults		neutral supportive
6345204747	Male	26-35	Salisbury	Yes	Most days	Quarterly	Monthly											Playground	Child safe fence	I do not support this waste of money	
6345214663	Female	46-55	Paralowie	No	Yearly	Never	Never		Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like				So many roads need upgrading! Diment rd boliver gets flooded, kings rd is so bumpy that I'm ashamed is a major rd that does represent salisbury, our rates is not for the councillors to have plush offices, its for safe roads and parks, services and lighting. ps one on cnr of sue crt and lyndon rd paralowie has been out for months
6345219857	Female	36-45	Golden Grove	No	Quarterly	Never	Quarterly	Grassy park with trees and playground	Community rooms for workshops, teaching, small groups	Coffee and snacks. Gluten free.	Noisy, too open plan visually and get distracted and not feel settled and peaceful.	Warmer, less noisyfeel, less visual distraction than industrial style.									neutral supportive
6345232614	Female	26-35	Salisbury Plain	No	Weekly	Never	Never	Family activities such as a play group for kids, play cafe, great food and coffee	little underwhelming and could be brighter to inspire better thinking	Looks good would be great to have a play safe for kids	This looks good								An outside area would be great	Love this	Great play facilities, safe environment for kids, cafe and markets Invest in younger families
6345332672	Female	36-45	Salisbury East	Yes	Most days	Monthly	Weekly	Education Performances Library											The play area and shade	Activities and markets	Please build this for our community
6345344127	Female		paralowie	No	Never	Never	Monthly	nothing unless there is a heap more parking facilities, and that the community hub has programs etc after hours.			this does not look like a community hub but something that would be used by only a select few								like the open spaces that every individual in the community can share as long as they being kept up to standard and are policed		have a lot more community activities ie markets that would draw me there, lots more parking facilities and activities that are not just 9-5 for those that dont work DO NOT believe the new community hub should be built when there are so many community facilities, roads, verges etc that need regular maintenance. feel this is an egoist project that will only be used by a select few and not there for the benefit of the whole council area
6345347094	Female	26-35	SALISBURY	Yes	Most days	Quarterly	Quarterly		Its organised and well setout	Clean, tidy and plenty of room to move	Easy to move around	Organised	Well set out	Easy access	Informative/informatio n				Its a good size, decent area and enough room to move around	Better toilet facilities, access to cheap/free parking	neutral supportive

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6345363294	Female	26-35	Mawson Lakes	Yes	Most days	Monthly	Never	More community groups meeting locally. Better parking and lighting.	Too small	Not enough table space, would it be too noisy in an atrium?	What disabled access is there?	Is there disabled access?	Nil comments	Open space	What is this?	Really like	like	Ease of access	More community events	No	
6345378961	Female	56-65	Paralowie	No	Weekly	Never	Yearly	None. That I can think of	???????	???????	??,????		0	0	0	0	0	?????	The cemetery	Nothing	Not needed. Waste of money. Import an elephant would be cheaper
6345406835	Female	36-45	Mawson Lakes	No	Yearly	Never	Never	Nothing. The crime rates are too high. It's too dangerous. There are too many thugs around.	Carpet colour I don't like. I do like the natural light flowing in	I like the natural light. I don't like the checker floor	I like everything	I like everything	like everything	I like everything	Don't like the yellow	Love the idea of outdoor cinema	All looks good	Haven't seen it in a long time and can't remember	Knowing where it is and what it has to offer	No	
6345439246	Female	36-45	Salisbury	No	Most days	Quarterly	Never	Classes for youth, elderly & all for lots of things of interest & use for work or home la art/cooking/computing etc	Photo not visible	Photo not visible	Photo not visible	Photo not visible	Photo not visible	Photo not visible	Photo not visible	Photo not visible	Photo not visible		Courses or community events	neutral supportive	
6345467033	Male	26-35	Salisbury Heights	Yes	Most days	Quarterly	Yearly	None. I don't believe we should have one	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Not much really	Shade	Please don't waste our money	
6345469286	Female	46-55	Salisbury North	Yes	Monthly	Never	Never	What city hub?	Makes no sense									Space and play equipment	More shade	Please fix park terrace crossing	
6345496295	Female	26-35	Salisbury North	No	Monthly	Yearly	Quarterly	Breakfast locations, Dog friendly, cleaner with people taking respect of their appearance	Wasted space and too open to pass by	Significant wasted area and tables cramped, an area to meet have coffee, chat even pull out laptops would be much more customer friendly	This space is impractical, it looks nice with the models spread out, but for the community it's just a waste, it's not how the community interact	Disagree with stairs but the area in foreground looks good	This would be a nice area	This looks open and practical	Can't see the purpose of this	Need to make sure there are uses for this area for regular (minimum weekly) events all year	Looks like this area needs to be designed more for in/out flow	Fountain keeps man kids entertained and isn't very often trashy	Dog friendly, walking paths where you don't feel secluded and vulnerable, coffee shops and retailers rather than pay day loan vendors	neutral supportive	
6345487002	Female	46-55	Salisbury north	No	Monthly	Never	Quarterly	More cheap activities for families.. ie rollerskate rink.. bowling.. etc	Boring	Segregated	Open space	Hate green	That's ok	I feel there's a door not enter on the door	To technical for elderly	Seems fine but upkeep an who would use it	Like the green grass and to more plants would be nice or flowers	Like the book shelves	It's clean	Shade.. seats	Don't waste money on something that won't be used.. hard to maintain or wont promote employment
6345508719	Female	16-25	Salisbury east	Yes	Most days	Most days	Most days	Better library and study rooms, community hall, infrastructure	Like the smart board and study room, don't like the colours	Too many chairs (dislike), like the cafeteria	Like the two story building idea and couches	Love the colours and chairs and lights	Like everything	Like everything	Like everything	Like the green grass and to more plants would be nice or flowers	Like the book shelves	The play area in the centre	Events, more colour	neutral supportive	
6345511737	Female	46-55	Paralowie Gardens	No	Weekly	Quarterly	Yearly													neutral supportive	
6345515777	Male	36-45	Burton	No	Most days	Never	Never			Overkill	Looks like an airport								It needs work but the new proposal is overboard and a waste of 43 million for no real benefit for the rate payer.	Cafes and entertainment	neutral negative
6345517257	Male	26-35	Walkley heights	Yes	Never	Never	Never		Good place for a meeting	Good for a break	Open plan and inefficient design.	Another inefficient design	No feeling	Looks like a university	Is this a kids area?	Actually a good idea	Ah not bad	Nothing	I'd like to see more investment from Chinese community, if you could attract a lot of Chinese food places etc into the main strip, the money would start flowing, look at huntsville nsw.	Yeah, 43 mil for a new building... I'd hate to think of the consultant fees you've already paid. The old building is a piece of shit but it could use an upgrade! Building new isn't really a great answer when the council could be improving services elsewhere.	
6345513581	Male	36-45	Andrews Farm	No	Most days	Never	Yearly	Free latte										The set up	More shelter	Surely the council can build some community housing	
6345520448	Male	46-55	Pooraka	No	Weekly	Yearly	Never	I dont know												neutral supportive	

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6345528672	Male	56-65	Salisbury	No	Monthly	Quarterly	Never	Why is Salisbury Council spending \$43 mill when people are struggling, with rates, electric bill, etc instead of underpinning the existing building that is still useable and cost less to repair and use. Council should be helping rate payers not making them suffer, you just put up the rates as you stated need more money for the services you supply and now you want to put rate payers into more debt, just to say we working for the community, time for you to grow up and look at how people are hurting and not grow your ego's	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	Cost	As it is, rate payers can't afford more debt	Just clean it up properly	Think about the rate payers, trying to afford to put food on the table, pay bills and clothes for the family, they don't get wages like all the managers do over paid
6345534300	Male	65+	Mawson Lakes	No	Quarterly	Yearly	Never	Nothing										Nothing	Nothing	Nothing	
6345542301	Male	26-35	5108	No	Yearly	Never	Never	none waste of money											slide	food market	yeah, work in the building you already have. don't waste money
6345545841	Female	36-45	Mawson Lakes	Yes	Monthly	Never	Yearly	Sport													neutral supportive
6345569883	Female	16-25	Pooraka	Yes	Most days	Most days	Monthly	Free wifi, youth programs, tech hub	Looks good and modern	Looks good	Like the stair case, needs more colours, should include USB and Powerpoint chargers in the seating	Don't like the metal chairs get too hot and too cold in seasons	Like the open plan	Like the interactive components	Love the big screen for events and promotion, cool funky space	Little bit too white, needs more colour	The little playground		More funky seating and shade, music live or over speakers? Free wifi		like the idea of a new modern hu, technology is huge have a space to connect to wifi, USB point for charging and power points
6345574055	Male	36-45	Para Hills	Yes	Weekly	Weekly	Weekly	Need a new modern city. It is like the CDS is living in the 50's and the town centre has a stigma of being old and crappy and poor. We need to boost the image of the city to attract business and to make the city a place to be seen. We need to take pride in our city and make it a fabulous place to be seen and visit and work											I like the garden space and how it opens up.	Alfresco dining, shopping and alfresco coffee etc	Cr Buchanan and Cr Brug are out of order. I think they are afraid of change. I am devastated that they are against not in favor of progress
6345563526	Male	26-35	valley view	Yes	Never	Never	Never														Don't build it
6345583927	Female	56-65	Pooraka	No	Yearly	Yearly	Never	Technical courses	For smaller groups		Modern industrial design	Modern						Green	Courses		Don't agree with a new council chambers
6345598208	Male	36-45	Mawson Lakes	Yes	Most days	Most days	Monthly	Better and more modern facilities. The current facilities are very out dated	good	fablous	fantastic for functions	lovely wide open user friendly spaces	fantastic and vibrant out door space, nice area to sit outside and have lunch or coffee	very inviting. I love the alfresco door and expansive space	not sure what this is	looks like a nice area to watch an outdoor movie. like what they have down at the Bay (Glennelg)	Good for Wedding and formal events. Looks fantastic		Have an out door bar like what they have in Melbourne including dining etc, and entertainment		Fix the train station. The current interchange is crap and un-inviting. Too many bums in the area asking for spare change and I have noticed people around the area drink from bottles out of paper bags and stench of alcohol which is also an issue.
6345597972	Male	56-65	Globe derby park	No	Monthly	Quarterly	Yearly														neutral supportive

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6345628766	Female	56-65	Para Hills West	No	Monthly	Yearly	Quarterly	None, as all the facilities that are needed eg: Council chambers, Library etc are all within walking distance from each other.											I like that people can sit and chat while the children play.		I think this \$45million dollar brick, is nothing but an absolute disgrace, to spend that sort of money on a building when there are 20000 many other things that need money to fix them, yet there is NO money to do that, but there is enough to build a building that is NOT needed. You raise the rates once again, but spend it on yourselves under the pretence of "Community", you and I both know that is a farce. spend it where it is needed, not some fancy office when there are people and areas in need, time you had a REALLY good look around your council area, with eyes open, and see for yourselves, stop hiding behind your desk in your nice warm office.	
6345699433	Female	65+	Salisbury Heights	No	Weekly	Never	Yearly	Anything that is not boring and is interesting	Too small and very dull	I like it except the floor is very dated	Again dull and colourless, needs some murals or colour	I like this	This is modern and inviting	I like this	Bright yellow makes me uncomfortable and anxious	I like beanbags in the outdoors	This has no aesthetic feeling. Very white and boring.	It's open feeling	More shade and plants. Maybe a sculpture or two.	The rail and bus station is a disgrace. It is years out of date and very uni biting. Bring us up to date please. I travel to Mawson Lakes even though that is not the best. Give us something to be proud of.		
6345708510	Female	65+	Mawson Lakes	No	Quarterly	Yearly	Never	I only attend when family or friends have held book launch or similar	Impartial	Bland	Industrial	Boring						An open space	Nothing	The council would be better spending our high rates on maintaining what we already struggle to keep in order instead of spending an indecent amount on a new Taj Mahal		
6346017522	Female	46-55	Mawson Lakes	No	Never	Never	Never														Do not visit	Do not support
6346072367	Female	56-65	Salisbury	Yes	Most days	Quarterly	Yearly	Improving access to John St & surrounding areas & getting rid of the 1 way street! Upsist Harris Scarfes has gone & only Big W is department store = even more reasons to shop elsewhere. Re Parabanks upgrade it is a little of too little too late, they should have done this 30 years ago.	dislike - looks like a work meeting	dislike	dislike	dislike - what is supposed to be a wide open library?	dislike - is it a UNI?	dislike	dislike - what is it supposed to be?	dislike - nothing like music, live theatre EVER happens locally	dislike	NOTHING - it is so bland & uninviting that I avoid it.	More permanent shade, live music, events, markets	Do NOT spend ratepayers money on facilities that are NOT needed. We already have a great library (that moved out of James St many years ago & gave council more space) our council offices in James St & the depot in Cross Keys Rd PLUS all local schools got funding for halls + we have many community / neighbourhood houses = NO more facilities are needed. Why does anyone think more are needed when so many residents & our state are going through difficult financial times? Everyone else in Australia is having to tighten their belt because of the cost of living being so high so WHY does Salisbury council want to spend ratepayers money when there is NO need to?		
6346267558	Female	56-65	Salisbury north	No	Quarterly	Never	Never	None, as every thing is available online.	Small, obviously for a small select group	is this for staff use	Industrial, cold and not very inviting to all age groups.	Too much wasted space	Balcony, to see what? Whose going to use it?	Just a door way	What age group, is this targeting and for what purpose?	presume this is for community groups?	Our mayor should feel very comfortable here. A few select ppl from the general community may be invited.	The trees, but it lacks shelter.	More community events. A clean and friendly site.	This purpose centre is a gross waste of rate payer money. The revenue from rate payers should be used for all the Salisbury council areas. John street and Salisbury in general is derelict. We were promised a solution to the traffic issues regarding the railway crossing. Spend the money on that.		
6346796368	Male	65+	Parafield Gardens	No	Monthly	Never	Never	None, we have our own facilities	pic too small	pic too small	pic too small	pic too small	pic too small	pic too small	pic too small	pic too small	pic too small	never seen it	nothing	I think spending all this money on what is basically new council offices, etc is totally wrong when there are so many other things in the community that need fixing.		
6346823965	Female	26-35	Salisbury	Yes	Most days	Quarterly	Monthly	Childrens events Family Days	Like	Like	Like	Like	Like	Like	Like	Like	Like	shade Areas	Being given a reason to go. Events, Family Day etc.	There is definitely a need for this!!!		

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6346831905	Male	0-15	Salisbury	No	Most days	Never	Most days	Study area, quiet help from uni students	a place to study with groups and away from other noise.	Not sure but would enjoy it if the cafe had a discount for students	Not my style, like modern	Love the style but too much free space in the middle	Nice, close to the cafe	Great idea						neutral supportive		
6346843241	Female	16-25	Paralowie	No	Most days	Never	Most days	Events: Movies, plays facilities: Phone chargers, bag locker someone helping young children with homework	Love	Love	Really Like	Yes	Yay	Yes	Yes	Yes Yes	Yes	What I currently like about the civic square is that the staffs seem very helpful	More food places (More quiet places to study)	This is probably the best idea ever. I hope everything turns out good.		
634684553	Female	65+	Mawson Lakes	Yes	Most days	Weekly	Quarterly											A place to rest and find peace	Coffee and conversation	Let's get Salisbury moving		
6346847772	Male		Hillbank	No	Most days	Quarterly	Yearly			? Cafe ✓ ✓	Dislike roof. Feels like factory look	Like	Like	no					Like, family feel.	Never thought of it	Family activities	neutral supportive
6346849139	Male	0-15	Golden Grove	No	Yearly	Never	Yearly	Food		A door from outdoors to cafe		Preferable to the previous illustration									neutral supportive	
6346850078	Male	36-45	Salisbury	No	Most days	Yearly	Most days	Internet Newspapers													neutral supportive	
6346856404	Male	26-35	Paralowie	Not answered	Most days	Never	Most days	Free WiFi and a place to set up my laptop and charge it	Good for a group but a waste when just 1 or 2 people end up taking the whole room	A bit cluttered but OK	I hate stairs but the best design on the page	Spread out the chairs a bit more and add spots that people can study and use their own tablets and laptops	Outside is too dependent on the weather	Outside is too dependent on the weather	If its a touch screen I don't know what it's for	For the spring good, the rest of the year would barely be used and take up a lot of space	Uses the space well but if you want quiet and to focus on your book or studying to hard to focus	shade and no rain protection but I do always see kids and even adults enjoying that spinning seat.	Fix and change what's listed in Question 10	Have an area teenagers can go and be loud. Have a TV in there, a few tables and during school hours use it for the preschool morning groups and maybe teaching computer skills or small workshops so they don't disturb others and can relax.		
6346920843	Male	16-25	Green Fields	Yes	Most days	Most days	Quarterly		Don't like the chairs, both the green and red ones. Glass should be frosted (so people can't see into the room). Being able to log into the phone on the desk would be useful, same with the screen. I like the idea of a feature wall (the one with the screen), but I don't like that feature wall in particular. I like carpet, but perhaps not purple. Plants in meeting rooms would be nice. Lighting in the photo is very "yellow" and artificial, natural light is better.	I like the red chairs and the chairs around the tables. I don't like the like the checker floor, should have continued to the window instead of changing to the wooden look stuff. All glass walls are nice. (The roof is very plain - skylights, etc., etc. would make it nicer. Cafe idea is good.	Like all of the seats in this image (including bleacher seating). Main staircase is nice. Walls are very plain, could include art or CoS corporate logos, electronic message boards etc. Bookshelves built into the wall of the stairs are cool, could be part of the library. Wooden floors aren't warm and friendly, carpet would be better.	Again like the bleacher style seating. The green chairs in this image are not nice (personally I don't like leather/vinyl etc, also no back support). Main staircase is nice. Walls are very plain, could include art or CoS corporate logos, electronic message boards etc. Bookshelves built into the wall of the stairs are cool, could be part of the library. Wooden floors aren't warm and friendly, carpet would be better.	The idea of bringing inside to outside and outside to inside is great, would be perfect for the cafe area especially as you can choose to sit outside or inside. If the whole side of the building could open up (fold up doors?) would be great for events and stuff utilising both inside and outside space. Again don't like the wooden floors. Also plastic chairs/tables are not nice.	I feel that customer service area should remain as a staffed station and not relying on only self serve areas. That being said I can understand how some people would prefer self serve areas.	Outdoor screen would be great for events, grassed area would be great but I feel that the current civic square doesn't accommodate for this. (currently is mostly concrete, would need to be completely redone with grass for this area to be used well).	I feel personally that a library should be a quiet, comfy place to read or study. This idea of a "next generation library" with technology and stuff is great and all but personally I prefer the small of old books and being able to sit in a corner reading.	I don't really use the current Civic Square.	If events were held in the new building/square I might attend. Also if there is a safe I might sit outside in the square to drink/eat.	Hopefully some of this was useful, hope to see the project go well.			
6346898535	Female	36-45	Burton	No	Monthly	Never	Quarterly	markets, family events	doesn't look like its for the public	looks nice and open	Looks nice and open	looks like its welcoming	Looks like its welcoming	looks welcoming				nothing, I don't feel safe there	Feeling safe and having activities to do	I feel like anything you do in the Salisbury area will be vandalized and people will not feel safe there, I am hoping it is not a big waste of money or a way for council to get nice new council chambers		
6347063113	Male	46-55	Salisbury	No	Most days	Quarterly	Most days	Make the whole area smoke free Make the area safe Make it a welcoming space and encourage constant submissions of ideas for city renewal Quarterly city feedback discussion and expo on civic issues	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	All Good. Walkability and greenery. Consideration - will it look good in 20 years?	Provision of (sturdy) tables under umbrellas to allow people to eat locally bought food. Suggestion: inverted half culverts, painted - last long and easy to maintain. A program of entertainment/food/culture utilising undercover. Evening events in warmer months. Develop interchange area, renew. Permanent police presence and move on powers exercised.	A place to relax in urban environment Salisbury has advantage of a definable city centre build on this, no more "higgly piggy" short term development	Ensure quietness in library spaces especially in study alcoves, computers and reading areas. Preserve the integrity of the library - do not complete it: e.g. good planning city library Rundle Street Consider renewal of spaces around interchange. Develop and renew area. Suggestion: get rid of hotels and replace with civic/cultural of government offices. A performing arts theatre in the area? A SA Service centre office?	

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6346979169	Male	66-55	Salisbury Downs	No	Weekly	Yearly	Weekly	High speed internet, office equipment, scanners, copiers, computers. Separate area for children to play games and use computers for games. Ban people from using mobiles while others are using computers nearby. Coffee shop with food options. Place to pay bills and post mail. (part of post office) service. I would like a Hub that is not too busy, with open spaces and pleasant outlook. Artwork or sculpture display. Disability access.	Don't like - but a functional area.	Like but should be a quiet retreat. No noisy floor/wall surfaces.	Dislike. Elderly or disabled could not use stairs.								Like, open feel and views to nature.	OK. Brings the outdoors and light in.	Dislike colour used.	Like but I believe this area will be overshadowed by the proposed buildings.	Dislike.	Not crowded. Open air feel. Water feature is relaxing. Close to shops.	I think Council should fix the existing Council chambers and save millions to be spent where it is needed more. If you want to proceed with a Community Hub then build it near John St side and retain car parking area. It should be smaller and hopefully less expensive. Ratepayers are not getting a good deal. People want a good range of shops and facilities, less congested roads and easy access to parking ie not in a multi storey car park they will have to pay for.
6347020915	Male	65+	Pooraka	No	Yearly	Yearly	Yearly	nothing would encourage me	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	not needed total waste of our money	nothing	nothing			yes scrap the whole idea our money should be spent on other things including getting a new MAYOR that can run a council.			
6347194899	Male	56-65	Pooraka	Yes	Most days	Never	Monthly	None... Present facilities are adequate.	OK	OK	Too Big	Too Big	Not necessary	OK	Unsure	Too much concrete	Too big		It is open and uncluttered	Nothing is required	Don't waste money on this project... the current facilities are more than adequate. Spend the money on roads and the existing parks.				
6347201530	Male	36-45	Burton	No	Monthly	Yearly	Yearly	sporting	good for meetings, should have VC	open is good	prefer wood to steel	prefer wood to steel (warmth)	open is good	indoor/outdoor is good for conferences in summer	interactive is good, yellow's too bright	awns are nice but can attract the wrong types			not a lot - paved area is not as friendly as lawn with undesirables hanging around - I try to get through without attracting attention...	fewer undesirables, a reason to be there - show, parade, buskers?	neutral supportive				
6347204830	Female	46-55	Paratowie	No	Quarterly	Never	Yearly		Reminds me of a university room. Not enticing for public use	Cafe space is nice. Could use more warmth	is this an art gallery, train station or university? Open plan but not welcoming	More welcoming but needs warmth	community engagement, invites people to rest and meet.	Like the idea of indoor/outdoor but wooden floors are noisy and cold	Interactive and information, gets a tick please	out door rest areas, yes please	Food court?		Open and nice place to sit.	Not sure	no				
6347203834	Female	65+	Pooraka	No	Monthly	Yearly	Never	The plans outlined for the refurbishments sound good to encourage more community involvement.	Looks OK	Looks a bit cluttered	Looks OK	Looks good	Looks good	Looks good	Looks good	Looks good	Looks a bit cluttered		The open areas and easily accessibility	More greenery/sheltered areas	It all sounds good and thanks for the survey.				
6347206710	Female	65+	Salisbury East	No	Monthly	Yearly	Quarterly														neutral supportive				
6347277082	Female	26-35	Salisbury	No	Most days	Never	Never		Meeting room are good	like large windows because you can see more and it lets more light in. Yes it would be nice to have a cafe too	Too much white, it looks cold and uninviting	I like the openness but more colours are needed as it looks a little cold.	I don't know why but I don't like it	I like it but would it work for a council building	Yes I like, very interactive	colourful yes I like it	too much like a shopping centre		It's a meeting spot and you can see children play. You could also borrow a book and read on the grass.		I don't want the community hub to go where is proposed. Recently Parabanks upgraded it's shopping centre and there has been increased demand for it's car parks. Putting a building right next to parabanks and taking away great number of car parks will cause a strain. During school holidays it is hard to get a park near the shopping centre. At christmas time I have had to park near woolworth petrol station to do my shopping. Also it's a lot of money to spend, just upgrade like parabanks did.				
6347214861	Female	36-45	Ingle Farm	No	Monthly	Quarterly	Quarterly	library	bad tables and chairs, not flexible, too rigid	good feel	spacious	spacious	too distracting	don't like floorboard	good touchscreen	love the lawn	good crowd		Nothing	Food	No				
6347227742	Female	65+	Valley View	No	Never	Never	Never	none- too far away from my home	OK	OK	interesting	smart	OK	OK	colour a bit loud	OK	OK		don't ever go there	nothing- I live too far from Civic Square	no				
6347240580	Male	26-35	Salisbury Park	No	Weekly	Yearly	Quarterly	Group services	Open and natural	Open	Visually appealing	Bland	Boring	Too industrial	Modern	Good open space	inviting		N/a	Make it cleaner and more inviting with cafes	N/a				
6347260083	Female	65+	PARA ISTA	No	Quarterly	Never	Never	CRAFT LESSONS													neutral supportive				

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6347243854	Female		salisbury downs	No	Most days	Yearly	Never	none. i think its a total waste of money. for goodness sake the library isnt that old. i cant believe the waste of money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	looks like a waste of time and money	the welcoming aborigines drinking there	making it safe	neutral negative		
634725778	Male	65+	PARA HILLS	No	Quarterly	Yearly	Never	services that i could not get from the para hills library perhaps	photo a bit small but assume a mtg room so looks ok to me	small cafe area, if i can afford price charged, a good idea	would like to see handrail both sides and maybe in middle	same photo think i prefer the glass rather than the solid	personally would prefer more roof cover/sun shading	looks ok to me presume there is no stop & opening can be less during wind/rain/heat	bright yellow not my choice. if wall mounted search items, wall would be better in a dull colour	like the idea of an outdoor area, not sure grass is the medium though as will wear out and look bad, maybe the new artificial turf would be more durable and cheaper to maintain	personally don't like ripen railing, my granddads would find a way to drop their shoe through railing onto someone below	could be part of a community centre so far there have been no questions on parking or public transport?	access to education classes perhaps its a fair distance from our house and not easily linked with public transport as our buses go to Mochbury. Maybe a bus service to Salisbury just a couple of times during the day would help	not really, would like to use community services more, and am pretty happy with the para hills library staff and access to the SP. PRESUME THERE IS NO THOUGHT TO CLOSE THAT		
6347301383	Female	26-35	Mawson lakes	No	Never	Never	Never	Events for kids, free community give a participation events	Functional for a very small meeting only but has a soft inviting feel.	Meeting areas are loud enough without the decor screaming too. That floor design should be softer and less active to create a calm vibe.	Lovely and open but realistically no one is going to sit on steps therefore there's a lot of wasted space. Also the ceiling design looks like a warehouse which personally makes me think it looks cheap.	Very sophisticated and elegant design. I like this area.	Would need bigger shade areas but otherwise looks functional, modern but still pretty.	Very light, open, welcoming.	Not convinced about the colour scheme and how accessible it is for those in wheelchairs. Seems very high and a touchscreen would mean trying to park the chair sideways to reach. Overall not very functional or inclusive.	This looks like a great area and idea.	Haven't really been there to give an accurate comment	Fun event days. Quiet areas. Clean and functional areas.	Consider this from a wheelchair point of view. Also who is your target audience and who will these changes affect? Is the cost worth the estimated outcome? Who asked for this upgrade? The community members or the council members?			
6347340754	Male	56-65	Salisbury Hts	No	Weekly	Never	Yearly	age related programs													close the road up to the fruit shop and include the coffee shop with outdoor eating area as part of the square. include some outdoor exercise machines for something usefull to do there	A new building is a waste of my rates money when there are more important repairs and additions required in the area. if it needs to go ahead why not make it a multi story building with the Council on the first and possibly the second floors and have apartments on the remaining floors. This will kick start the vision of the Council to have people living in the city centre and also the sale of the apartments will off set the cost of the building
6347334756	Female	36-45	Para Hills	No	Never	Never	Never	have more exhibitions, and they need to be advertised in the community, so we are aware of them. Local artists of all varieties. I think a market place held every weekend is also required for the community in the city hub to attract people to see what other things that the local area has to offer, its an opportunity for people to notice business that they would otherwise not know of. I have owned my home in city of Salisbury for 9 years, and i still never go into the city centre, because i still think of what it was like when i was a teenager, and it was not a place of attraction for a normal	No visual greenery, indoor plants or landscape.	Floor is too busy, pattern effects people with disability like epilepsy etc. Round columns look like roman style. Square looks correct with the modern building.	The roof looks too busy, the structural truss exposed, feels chaotic to look at, i think that it should be a place of calm.	The ceiling looks like it would take many man hours and resources, is this necessary.	Red is not the right colour for shade sails, its like at a rodeo, you are just asking for trouble.	poor quality plastic seating, why use cheap seating, it will need to be replaced quicker than quality.	The yellow is way too bright, this is overbearing and not conducive to a relaxed environment.	Fake turf is over 100 degrees celcius during summer, completely inappropriate!	Those awful columns again, look at our current chambers in salisbury the architecture was good the style is still appropriate now, it is a classic and timeless design, this should be our approach to the next building.	I have never been there.	An event like a market.	Yes the cost in the local messenger \$43 million, seems quite excessive. I think we need to spend money on our street spaces, better planting and landscape all over the city of Salisbury in all streets, parks and community areas. And a lot less on this new facility.		
6347316271	Female	65+	Valley view	No	Never	Never	Never	i believe services should be accessible in local community. The valley view section of Salisbury is not catered for, as without a car people are unable to access Salisbury centre for any community events and dangerous for older citizens during night hours	Untidy	Too cultered	To industrial	Uncomfortable seating	Will become shabby quickly	Flys will get incolor drazoffly	Color dreadfull	Pleasant		Nothing/nothing	Nothing	Spend more money a street maintenance		
6347310412	Male	26-35	Paratowie	No	Weekly	Yearly	Never	i would rather the money was put back into services	why	why	why	why	why	why	why	why	why			neutral negative		
6347346597	Female	36-45	Brahma Lodge	No	Monthly	Yearly	Never	Cafe, gallery, seminars/classes, volunteer programs, community garden	decor looks outdated and cheap	all right but space a bit vacuous	too open, hard and unwelcoming	green seating is nice	timber floor is good	too bright	good.	good	good	People use it.	Food trucks	Use our money responsibly. Is this really for the community?		

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6347565778	Male	55-65	salisbury Downs	No	Weekly	Yearly	Quarterly	don't know	too cramped	Good open space	too open	Good open space	good inclusion of outside area	good inside outside flow	like interactive	good family space	like open area	it is good but very provincial	more entertainment	not really	
6347543111	Male	65+	Valley View	No	Never	Never	Never	None because it is nowhere near Valley View										Never been there to my knowledge, too far away for us! For what reason do you suggest we need to visit?	Cannot think of any reason.	This is a complete waste of our Council Rates and is of no benefit to a majority of Salisbury Council Residents apart from those that reside somewhere close to the City itself. I am sure that I'm not the only one that thinks this way! We ask for a simple cobblestone path around our local Durkley Green so that all the children currently playing on the roads, can ride on it, and we get knocked back. No fancy play areas or skate parks etc. around here, like get done closer to the City itself. But as long as we pay our rates so you can spend it all on wasteful projects such as this proposal, we will continue to be ignored.	
6347685007	Female	26-35	parfield gardens	Not answered	Most days	Yearly	Most days	Some quiz competition for children												neutral supportive	
634854440	Female	56-65	mawson lakes	No	Quarterly	Never	Quarterly	craft groups held during the week mornings, cheap yoga or exercise classes for older people	distracted room by the huge window and some people have their back to the speaker	floor covering is too busy and space seems too cluttered and claustrophobic	looks like an open space warehouse and looks cold and unwelcoming	looks ok	needs more and better shade protection in seated area	looks ok	the yellow colour is a bit in your face/blinding	needs better protection from the weather in this open area	looks ok	the diversity of shops	if the shops/streets were better laid out so that you were able to walk around them all	neutral supportive	
6348546174	Male	36-45	Parafield Gardens	No	Weekly	Never	Never	Most services are now on line. Shopping centres attract people to city centres, nothing further needs to be done to attract people.	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	dislike the unnecessary expense	Shopping and cafe's. The civic space is a necessary evil, but not something that has to attract people, it should be a practical place offering services, not some sort of tourist attraction. Stick to function over style.	what is the point of attracting people to a non profit generating area? People go to these places as they need the services (which currently already exist). People go to these areas for shops and cafes, not to walk around and look at dodgy art work and architecture. People just want to get in there, do what they need to, ie shop, lodge forms, get a latte and get home.	redoing the civic space is a complete waste of money. Sure the current civic chambers could do with a refresh but removing land used for shopping car parks (the main reason people go to Salisbury in the first place) is just dumb. This is unnecessary. If you want to attract people to Salisbury, make it safer and brighter and stop looking for reasons to waste tax payers money.
6348569304	Female	26-35	Cockatoo Valley	No	Monthly	Never	Yearly	Homeschool Classes/workshops	it's fresh and colourful with lots of nature light	Lots of natural light open space	looks cool.	Love this. I think it looks very Google Headquarters.	Love the idea of outside areas.	Don't like doors that stay open with kids	The colour isn't inviting.	Love this! Wonderful idea for the community.	Looks a bit cold and sterile. Needs more colour.	The trees	Remove the road on the brick road.	neutral supportive	
6348609319	Male	56-65	Salisbury Downs	No	Monthly	Yearly	Monthly	library, activity centre like a Maker Hub - http://themakershub.com season appropriate indoor/outdoor dining-coffee shop	Neutral	lighting contrast looks too high	Open, not overcrowded, nice lighting levels	Lighting does not look as good as in the previous image	Nice indoor/outdoor environment	Nice indoor/outdoor environment	Whatever it is, it looks ugly	Nice area	looks too crowded in the rear part of image	Nothing in particular	interesting activities. indoor/outdoor dining suiting season	No	
6348616018	Male	65+	salisbury east	No	Weekly	Quarterly	Yearly													Do we really need a new council chambers as that's a lot of money to spend just so you have a better building to work in, surely the money could be used to something much better for salisbury. But my biggest concern is you will be taking up more of the parking area and I already shop more at Golden Grove because it's so much easier to get a park than at salisbury and unless the parking system is increased I will continually look to shop somewhere else.	
6348610051	Female	56-65	PARALOWIE	No	Yearly	Yearly	Yearly	DONT KNOW												neutral supportive	
6348628031	Female	46-55	Salisbury north	No	Quarterly	Yearly	Weekly	Never hate Salisbury	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Fake	Hate it	More parking. No shares zones with cars. Hate going to Salisbury. Leave the library at Hollywood	Leave the library at Hollywood plaza. Hate going to Salisbury

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6348640896	Female	36-45	Salisbury north	No	Never	Never	Quarterly	Its not a safe feeling place for me and my children to visit	ok by me, multi purpose use	noise levels	noisy, hard to keep warm or cool	noisy, not inviting in salisbury	a viewing deck to watch the vandals and graffiti artists at work	too open	shelf service, like most places so you dont actually have to speak with any one and with some of the staff you have that's a good thing	good idea in a different location			i generally dont go there prefer to go else where	safer feel, more to offer for young families better parking	the new building seems a waste of money as there are money more things that could be done in the community to brighten it up and make it more welcoming with out spending all that money
6348676554	Male	56-65	Para Hills West	No	Monthly	Never	Never	Para hills community centre does a great job	Ok	Ok	Ok	Ok	Ok	Ok	Ok	Ok	Ok	Ok	Clear clean open space	Better and greater seating	A new a site adj old Bridgestone plant near railway station with plenty of car park spaces
6348726472	Female	65+	Elizabeth Vale - Hard Copy Survey	No	Most days	Yearly	Most days			Good		Good	Good						Space	Outside Entertainment	neutral supportive
6348727843	Male	26-35	Salisbury East	Yes	Weekly	Weekly	Weekly	A secure prayer room for individuals who want to enter for prayer needs up to 1pm	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Multicultural Atmosphere and that there isn't an unwanted unpleasant delinquent atmosphere	Recreation Centres, inexpensive child facilities	neutral supportive
6348729992	Male	65+	Paralowie - Hard Copy Survey	Not answered	Weekly	Quarterly	Quarterly	A theatre for 100-150 people with attendant back stage and changing rooms, lighting and sound facilities. It attracts theatre groups besides and avenue for other activities like writers week	Like - You need meeting spaces for various sized groups		Grand open spaces look great but take up space - why?			Like opening out into patio setting.	A gallery space is needed if John Harvey Gallery goes	Outdoor areas are great			Shade trees are finally growing up and sound shell for bands	A cafe	neutral supportive
6348731901	Male	0-15	Parafield Gardens - Hard Copy Survey	No	Weekly	Monthly	Yearly	library													The current library rocks
6348736973	Female	46-55	salisbury	Yes	Weekly	Quarterly	Monthly	information sessions, community events, coffee	looks enclosed but technology looks good	open and light	a bit too empty - looks more like warehouse	looks like a place to gather	like the trees	I love the way it opens the inside to the outside	tech is good	community feel, grass for children to play	hard to make out this picture		play equipment, grass, trees, covered area	community activities, outdoor dining	I'm happy that Council is spending money on a facility that is not sport focussed. Culture, arts and community events are important too.
6348731433	Female	36-45	Parafield Gardens - Hard Copy Survey	No	Weekly	Yearly	Monthly	library			like the idea of a cafe				Would rather have face to face interaction	Love the idea of the outdoor theatre but security would be needed to make it safe for families			Activities	I feel that the money spent on this project could be better spent elsewhere. Too many people are struggling in this area, \$43million seems excessive	
6348733856		46-55	Gulfview Heights - Hard Copy Survey	No	Monthly	Never	Monthly														neutral supportive
6348734821	Female	36-45	Salisbury East - Hard Copy Survey	No	Most days	Yearly	Weekly	The Library											Please don't loose the books as all things are going digital		neutral supportive
6348736541	Male	46-55	Salisbury - Hard Copy Survey	Yes	Most days	Most days	Weekly	Free community activities	We need more meeting spaces - two ticks	Tick	Don't like	Tick	Three Ticks	wo Ticks		Link between outside and inside	One Tick - Excellent	Central location, grass and paving mix and playground	Regular free activities	Excellent initiative by the City of Salisbury	
6348737274	Female	36-45	Paralowie - Hard Copy Survey	No															To be honest nothing. I thought it would of been better set up as a playground but there is not much for kids to play on.	Adding more play equipment and having the library moved there would be the answer	neutral supportive
6348739284	Male	65+	Salisbury - Hard Copy Survey	No	Most days	Yearly	Most days	Sheltered sitting outdoor dining. More security but also quick responses. Street Art Work. Accommodation low income verandahs and more weather protection down John Street. Secure toilets. Markets - Areas for aboriginals to do their thing		Open	Open								Open Spaces		neutral supportive
6348741192	Female	56-65	Murray Bridget - Hard Copy Survey	No	Monthly	Yearly	Quarterly	Groups for elder people. Groups for young Mum's (families)	Involvement	Space/Community	Space	Spacious	Shared Area	Glass is OK if not facing North	Not sure	Communal Area	Not Sure	Outdoor Space	Kiosk and/or more free activities	Look at ways to encourage involvement and good behaviour in the area	
6348749500	Male	26-35	Salisbury North - Hard Copy Survey	No	Weekly	Weekly	Weekly	Council/Community Programs	Room feels tight should have more space	Good	Good	Good	Good	Good	Good	Good	Good	Good	Environment and playground for kids	Fund day with music and food from different cultural backgrounds	Great appreciation to Salisbury City Council for great plan and development

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6348789571	Female	26-35	Salisbury - Hard Copy Survey	No	Most days	Quarterly	Weekly	locally run community groups events which reflect the ethnic diversity and promote community growth building capacity and creating connections opportunities for youth from all cultures present in Salisbury	Love the flexible meeting spaces	This is quite a corporate feel, would prefer something more relaxed for Salisbury	Like that its open flexible space for multi-use but don't like the lack of greenery and lack of connection outside	Like the diversity of meeting spaces but don't like the timber up high	like the piazza feel on the ground floor, like that its open	like the greenery open space is great	love interactive design, colourful design is great	Salisbury needs more green space where people can gather	don't like this as much feels corporate	The diversity of people. Locally owned businesses and the diversity of stores. Like that there are few if any international/national chain stores	Accessible gathering spaces for families from diverse ethnic backgrounds. Locally run events/programs which grow capacity and community engagement	Would love more features which recognise the Kaurna people/Aboriginal Heritage. The advertising for the "Oval Precinct" shows people who are mono-ethnic engaging in very Anglo sports. Would love more ethnic diversity in signage. Don't want to see larger corporations in John Street.
6348790516	Female	56-65	Paralowie - Hard Copy Survey	Yes	Quarterly	Quarterly	Most days	Music Shows, Children's Activities and Activities for the Elderly	tick	tick	tick	tick	tick	tick	tick	tick	tick	The garden	Gatherings of people	I think the proposed community hub will be better for local businesses
6348792060	Male	36-45	Salisbury Plan - Hard Copy Survey	No	Most days	Yearly	Most days	Awareness and safety for kids											Public forums to counter crime and terrorism. Our very own inter communication relations e.g. festivals colour schemes that represent our international communities. Community theatre evening nights. international food festivals.	More private computer areas in library. More security cameras and bollards especially for community functions
6348799901	Male	26-35	Paralowie	Yes	Weekly	Yearly	Quarterly	More family facilities and upgraded parks. Cafe and eateries, if there was a good feel as has been done in laneways in the city and in Melbourne to drive more business out here	Stark and not a realistic environment for business. As a business owner I couldn't see myself using these facilities.	I like the common eating area looks inviting and friendly.	I like it in theory but don't see it's practical uses.	As above.	Cool, like the open space and interaction that came had from inside and outside	Cool, see a community and engaging areas to meet	Not sure where the purpose of this could be, but could be cool as an information centre.	Great	Not sure	That it seems cleaner than it has been over the years growing up here.	Foodaries and family draw cards eg business that can cater for families.	neutral supportive
6348812826	Female	65+	Ingle Farm	No	Monthly	Never	Quarterly	None parking in Salisbury is a nightmare and I avoid Salisbury Shops as much as possible	Small meeting areas good	Looks too boxed in and crowded	Are there too many steps for elderly people, are there to be lifts	If people wish to study it is too open	Like the outside cafe idea good meeting place	Big open doorway good, easy access for wheelchairs	Finding information via a touch screen is good, will you have information sessions for those not computer literate	Good meeting place	Cafe always a good idea	None do not like going to Salisbury	More disabled parking, larger parking spaces for 4WD	Could the rate payers money be better spent on fixing roads and installing traffic lights in the Salisbury Council Area
6348893784	Female	26-35	Salisbury North	Yes	Weekly	Never	Never	Sessions on proposed major developments in the council area	Open, clean and inviting	Cafe may be loud if not closed off by doors or similar. May echo through building.	Are the beams structural or decorative? Would look larger without them.	Looks like a uni	Balcony and below should be non smoking	inside/outside combination is good.	What purpose would this serve?	Looks inviting. Could be used for fringe or pop up events.	Noise attenuation or method of reducing echo needs to be considered. What about more plants?	I don't use it.	Food trucks	neutral supportive
6348897756	Female	26-35	Ingle Farm	No	Weekly	Yearly	Weekly	cosy cafes, embracing the existing internationalism (African, Afghan etc), a sushi bar! Child-friendly enclosed areas.	too much like work	too much like uni	too sparse	not enough back support	more shade in summer?					view of gravestones (local history), playground.	safer traffic options for little kids (link of running onto road), occasionally crazy shouting people.	swings
6348911020	Female	36-45	Salisbury east	Yes	Most days	Monthly	Most days	Learning programs, multicultural programs	Like the glass, natural light, flexible space	Clean and modern			Accessible					Play area. Apart from that... too hot and too much concrete	More events targeted at families	neutral supportive
6348941645	Female	26-35	Brahma lodge and pooraka	No	Most days	Never	Never	shops, restaurants and public transport	can't see them.									the events	not sure	no
6348951845	Male	36-45	Valley View	No	Monthly	Quarterly	Never	Accessibility, inclusion and facilities for PWD	Nil	Nice	Not accessible	Nice	????	???????????????? open and accessible	Nil	Nice I haven't been here	Nil	Nil	Live music and knowing about what is on.	No
6349078906	Female	36-45	Mawson lakes	No	Quarterly	Never	Never													neutral supportive
6349329789	Female	16-25	Salisbury park	No	Weekly	Yearly	Weekly	A bookstore imbedded in the new library. Wider study area (for students) and most importantly free internet access.	Chairs are too close to the tv/screen and the colour scheme is a bit bland.	Chairs look uncomfortable	Looks good, like an open space. The beams on top makes it feel a bit a warehouse though. And it could use a bit more colour (not too much)	Looks professional, which is very unlike Salisbury. Salisbury is much more comfort and gives away a homey feel to us, change the space so it reflects that a bit more.	Looks ok	Open doors make it more...well, open. (Weather could be a problem though)	That colour is gross. Too harsh on the eyes	Looks good	Design features resemble a hub, the bookshelves look out of place (books are meant to be read in a quite peaceful area)	The playground and that huge design feature overlooking the playground. Plenty of parking spaces.	BETTER WIFI!	Please improve wifi (make it easier to connect to and faster). A bookstore would be great (specially near the library) Above all Salisbury is a homey, comfortable and safe place for a lot of us, when making the hub remember to portray these features through the design.
6349466693	Male	46-55	Paralowie	No	Weekly	Never	Never	None	No photo shown									Neat and tidy	Free activities	Don't waste ratepayers money
634935089	Male	65+	5107	No	Most days	Yearly	Most days	Literary, musical										Open		neutral supportive

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6349410904	Male	16-25	Salisbury	Yes	Most days	Monthly	Most days	The use of modern innovative technology to improve customers experience, things like using EFTPOS to pay for library printing and fines, and support for mobile payments as well, the ability to print to the library from where ever you are e.g. printing while on the train and simply picking up your print job when you arrive. Cash is an outdated method of payment and only serves a particular demographic.	Easy access to coffee and light snacks is good, as I imagine this space would be leased but ultimately the design and layout would be up to the company leasing the space, rather than the community, but the open nature of the picture is good. TV's aren't as effective as projectors in meeting rooms but like this with up to 8 people maximum might be okay.	like	maybe not	like	like	ok	ok	like	maybe not	Ultimately it's a small space, the aboriginals that often congregate in civic square detract people from visiting as well with all the swearing and what not.	neutral supportive		
6349410305	Female	46-55	Paralowie	No	Weekly	Yearly	Weekly	library service	ok	like	maybe not	like	like	ok	ok	like	maybe not	a bit small	relax, enjoy the environment	not yet	
6349473255	Male	56-65	Salisbury East	No	Most days	Yearly	Most days		All Photos are too small to look at									short cut to the shops	Nothing, waste of money, too close to speeding buses and cars, not fenced, unsafe for children	Looking at the master plan and noticed a lot of new housing that was not mentioned to me when I spoke to a person trying to sell the new Council chambers even when I asked what was happening to the St Jays site. Also the master plan did not show the Church St proposed extension through to Salisbury Highway as he told me.	
6349510933	Female	56-65	cobdogle s.a.	No	Yearly	Yearly	Never	I should explain I used to live in Salisbury and go to the Salisbury library regularly and council building										it looks quite entertaining somewhere you could spend a lot of time	If I lived closer I would spend time there but I now live in the riverland so it's a bit far too go but I would go if I lived closer it looks amazing	I think community centres should have lots of educational projects on display for everyone to see and put in their feedback maybe pens and paper next to each project and their should also be consumer feedback pamphlets around the building	
6349510924	Female	46-55	Hard Copy Survey	No		Quarterly	Yearly	Social things	Community Business Organisations accessing hub facilities		Casual and Social		Will there be learning opportunities	Easy access to information	Comfortable safe outside spaces			Fab location and the "spaceland" arcade upgrade	Scheduled building/performing	neutral supportive	
6349511375	Male	65+	Hard Copy Survey	No	Weekly	Yearly	Quarterly	Information sharing and elderly services	like small and face to face	like	Too many steps to navigate, don't like	like	like	like	only for the technology savvy	like		Nice enough open space Pleasant to walk through	We do need a theatre and presentation area where you can see presenters etc. More shade and higher seats	Not sure what we are looking at actually	
6349512108	Female	56-65	Brahma Lodge - Hard Copy Survey	No	Monthly	Quarterly	Quarterly	Building and existing services										Accessible and friendly	Events that are on throughout the year - Fringe etc.	neutral supportive	
6349512509	Female	65+	Ingle Farm - Hard Copy Survey	No	Monthly	Monthly	Monthly													neutral supportive	
6349512897	Female	0-15	Brahma Lodge - Hard Copy Survey	No	Most days	Never	Most days	Don't know												neutral supportive	
6349513372	Female	65+	Paralowie Gardens - Hard Copy Survey	No	Monthly	Yearly	Monthly	Café and daytime look talks, authors												You have the "Living City" next to the cemetery this is a contradiction!	
6349513826	Female	65+	Ingle Farm - Hard Copy Survey	No	Quarterly	Quarterly	Quarterly	Book launches, education programmes and talks											Openness To see children having fun	Markets, shopping and events	neutral supportive
6349514253	Female	65+	Brahma Lodge - Hard Copy Survey	No	Most days	Yearly	Weekly	Have some entertainment											Have some markets	Make it a shopping mall	
6349514747	Female	56-65	Brahma Lodge - Hard Copy Survey	No	Weekly	Monthly	Never		looks good	like	like	like	like	like	like	like	like	Not much	Nothing	Sounds good to me like all the upgrades	
6349515059	Male	26-35	Elizabeth East - Hard Copy Survey	No	Weekly	Quarterly	Weekly	Music area and BBQ area											The old cemetery		neutral supportive
6349515605	Female	65+	Salisbury - Hard Copy Survey	No	Monthly	Yearly	Quarterly												Attractive	Shade	Carparking, steady sloping staircase
6349516156	Female	65+	Salisbury East - Hard Copy Survey	No	Weekly	Yearly	Monthly												OK	Access to close parking to the shopping centre More Community Events	More carparks in Salisbury
6349516673	Female	26-35	Elizabeth East - Hard Copy Survey	No	Weekly	Quarterly	Weekly	More CD variety, music area											The old cemetery		neutral supportive

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6349517565	Female	65+	Parafield Gardens - Hard Copy Survey	No	Weekly	Yearly	Never	Café shops, upmarket dress shops, maybe read a book in a quiet corner with a coffee, movie nights											The Space	Entertainment	neutral supportive
6349518842	Male	56-65	Burton - Hard Copy Survey	No	Weekly	Yearly	Monthly	Council, Library, Aged, Child Care, Cafe, Toilets, Centralised - Event parking makes easier	Smaller space - study	Good idea - Cafe	Space - spacious is good - population size / usage not too cramped or too wide	Concerts - Outside and inside - Speakers	Same outside inside open space, flexible reorganise structure space as per weather	Library - All services facilities centralised good idea	Outside inside good idea				Seating, shade, soft floor	The festivals, Salisbury alive, perhaps like in London - soapbox speakers	neutral supportive
6349519380	Female	56-65	Salisbury - Hard Copy Survey	No	Weekly	Monthly	Weekly	Churches, dances, food, hub entertainment of all sorts	good	good	good	good	good	good	good	good	good	good	spacious	everything	good all over
6349520170	Female	36-45	Mawson Lakes - Hard Copy Survey	No	Weekly	Quarterly	Quarterly		Meeting room much needed	Great	A place to study	Great View	Love it	Internet Technology - We all need to learn	Love outside events	Coffee - yes please	Need something more	many events	This new building with many events	Let's get on with it.	
6349521430	Male	56-65	Salisbury North - Hard Copy Survey	No	Weekly	Yearly	Monthly		good	good	good	good	good	good	good	good	good	good			neutral supportive
6349530553	Female	36-45	Salisbury East	Yes	Most days	Never	Quarterly	Entertainment/social	Study orientated. A space to attend for a specific purpose only.	Cafeteria style only. Eat, drink, move on. No social feel to it. Would not see this as a place that would be relevant to anything but a study area	Warehouse/factory style with minimal warmth to it.	Welcoming and comfortable setting.	Relaxed and inviting for social catch ups.	feel that a space like this would encourage a destination for community events and gatherings.	Like the thought of a self serve information hub with easy access	Good feel of community and family	I like the sense of interaction with utility		I like that it has the ability to hold some community events. Personally, I have only visited during the Fringe. Outside of that event, I have not been aware of much else happening there	Relevant, different and fun events. Local bands on a sunny Sunday afternoon.	I hope the hub will cater for more than young families and the older generation.
6349523687	Female	16-25	Paralowie	No	Weekly	Never	Never	N/A	Negative - Not very modern or contemporary	Positive - spacious	Positive - large, spacious, open, modern	Positive - bright and open	Positive - natural, modern, open	Positive - open	Negative - colour scheme	Positive - outdoors, entertainment, community, social	Positive - vibrant, innovative	N/A	If it was safer and cleaner	N/A	
6349564295	Female	16-25	Salisbury	No	Most days	Never	Never	Mothers group, health advice from nurses/midwives, first aid courses	Privacy	Defined cafe space	Openness and seating on stairs	Stairs							Play space for kids	Grass area	neutral supportive
6349569556	Not answered	36-45	Parafield Gardens	No	Monthly	Never	Never	The money should be spent on things for the kids to do free of charge to them								Ok		It's paid for	More green zones.	I'd rather see it spent on things for the KIDS & our ELDERLY to do free of charge. MORE SECURITY For green zones thru summer NOT on new COUNCIL chambers.	
6349990877	Male	56-65	Paralowie	No	Quarterly	Never	Quarterly	Place to meet "like-minded" people.					Bad idea as area not usable in winter.						Don't use it.	Bargain markets.	I would prefer a "small" council that spends rates wisely rather than one that keeps raising rates to fund ever more expensive premises for its staff (and community).
6349997250	Male	46-55	Salisbury Park	No	Weekly	Yearly	Monthly	not sure due to existing full schedule										It has become a place people choose to sit and remain for periods of time, rather than just pass through	Honestly I don't know. More free time? Possibly if there was a means or facility to do something like play chess or backgammon.	neutral supportive	
6349997086	Female	36-45	Salisbury	No	Most days	Quarterly	Weekly	free training	we dont need a cafe	Salisbury isn't an airport	Nice but heating and cooling wouldn't be cheap			the green colour is dated and ugly	needs a playground to attract young families	too open would be expensive to heat			separation of council and library. Do not wish to return to how it was when I was growing up and they were in the same building. Also do not like how Playford has it set up.	Nothing, it is current fine as it is.	neutral negative
6350042586	Female	56-65	Para Hills	No	Monthly	Yearly	Monthly	Justice of the Peace Meeting rooms Digital services training/support information about council services, provided by a person	It would be great if audio visual facilities included a hearing loop.	The area is busy enough, without the visually busy flooring.	Areas this open have a tendency to be noisy. I like the inclusion of couches.			like the idea of a balcony, but it would need more shade/shelter.				Colour is way too bright and distracting.	More shade and shelter. More adjacent parking.	Right now, the main thing that deters me from using downtown Salisbury more often is the parking. What deters me most from using the civic square is a lack of shelter/shade.	
6350047209	Male	26-35	Brahma Lodge	No	Quarterly	Quarterly	Quarterly	Business networking, refugee and immigrant support, multiculturalism	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Looks fine to me. The more free or discounted these services are, the better	Its cleanliness.	Better shade/ shelter	Please don't discount my responses. A lot more needs to be done to support the marginalised and minority segment of the Salisbury community.
6350049447	Female	26-35	Poorka	No	Never	Never	Never	None really - never visit this area.													I do not think residents want this at all.

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635006859	Female	36-45	Ingle Farm	No	Never	Never	Never	Even though we live in the Salisbury Council area, I would not visit, as it is too far away from where we live and work. Too much focus is given to the "Salisbury" suburbs and the suburbs in the South of the Council area are neglected. It does not cater for everyone within the Council area and is a huge waste of money. The Council needs to remember that not all ratepayers live within the "Salisbury" suburbs.	Not needed and not something the council should be focussing on.	A waste of money.	Another waste of money.								Do not visit the area.	Put on free family activities like movies and events like the Port Adelaide Enfield and TTG Councils. Include activities for ratepayers who do not live close to Civic Square.	The whole project is a massive waste of ratepayers money. Money would be better directed to services that support the Council as a whole and not just a select few and the Council staff. Looking at the spend chart for the coming financial year that my very expensive rates are funding, there is no significant money being spent in the southern area of Salisbury Council. When considering where to spend ratepayers funds, the Council needs to remember that there is more to the Council than just the typical Salisbury suburbs and the people in the southern areas of the Council also contribute significantly to the rates and some of the funding should be spent in that area. In this economic climate, the council needs to be more frugal with it's spending and not waste an extraordinary amount of ratepayers money on such a self serving project.		
6350079780	Male	65+	salisbury park	No	Most days	Quarterly	Monthly	Not at all really, we are quite satisfied with all the services and facilities that already exist in Salisbury	do not like	do not like	do not like, looks like a factory	do not like	do not like	do not like	do not like	do not like	do not like	do not like	do not like	do not like	It is open and spacious and close to all facilities and can be used by all ratepayers	more undercover areas for summer and winter, but still retaining the open feeling	Yes, why waste more money on buildings that we do not need and also you will be encroaching on valuable car parking space, selling the council offices and causing traffic chaos, leave the centre as it is and spend the money on something that will benefit all ratepayers, old and young.
6350079095	Female	65+	Parafield Gardens	No	Weekly	Quarterly	Yearly	DNly pay my rates, I think it is a waste of money and it could be used in other areas. Such as in Taylor St Parafield Gdns where the traffic speeds and we need roundabouts to stop the cars speeding down our street													I dont agree	Nothing	We wont be taken any notice so it doesnt matter what we think
6350243190	Female	56-65	Parafield Gardens	Yes	Weekly	Quarterly	Weekly	Somewhere to learn, meet friends and have conversation	Meeting and learning	Love the space	Quiet time to read or study	inside outside space	Open and friendly	High tech	Picnic space				Time to sit and watch children in peace	A community space to meet friends	The best thing council could do for the city, a great initiative		
6350244552	Female	65+	Walkley Heights	No	Quarterly	Never	Weekly	Transport love to go there	Lovely	lovely	Nice	Beautiful	Wonderful	Open Space	Education	love the outdoors			Meet friends for a cuppa	Don't go, no transport	Look forward to seeing it finished		
6350245100	Female	65+	Para Hills	No	Weekly	Yearly	Yearly														I think it all will be great	neutral supportive	
6350245603	Female	56-65	Para Hills	Yes	Never	Never	Weekly																We need more department stores as there is only BW so there is no variety as I have to travel to Elizabeth or Ingle Farm
6350246038	Female	56-65	Para Hills	Yes	Yearly	Never	Monthly																We need more variety stores. Never go shopping there is nothing there. No bag stores, no shoes.
6350246832	Male	65+		No		Yearly		Open plan															The plan seems to fulfill most thoughts.
6350272424	Male	56-65	Paralowie	No	Weekly	Yearly	Yearly	don't know															I do not think it is a good thing for the council to be spending 543 million on a building that we don't need. We already have a council offices building and it could easily be spruced up for \$10 million or less. Don't forget this is not your money it is ratepayers who will foot the bill...
6350277029	Male		Brahma Lodge																		More shade is required Community garden Community market for swapping home-grown fruit and vegetables	neutral supportive	

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6350941551	Male	65+	Paralowie	No	Weekly	Quarterly	Never	nil											ok as is	nothing	This project is a waste of money and is an idea from a few people on council to build a new TAJ MA=AI. when what you have now is adequate and the rates are way too high and we are not cash cows. If you dropped rates and worked on what you have now and get rid of some trees that drop limbs and replant with new suitable trees and also the footpaths are in a terrible state in my suburb		
6350505065	Male	46-55	Pooraka	No	Quarterly	Never	Never	Info sessions for submitting house plans and the councils requirements for our suburb	Ok	Wasted space & expensive	Wasted space & expensive	Wasted space & expensive	Not much shade on balcony in summer	Why the big door?	Ok	Ok	Wasted space and expensive	It is fine as it is with a little updating	Nicer outdoor space	Ok but downside to what's required not what the council has been dazzled by the architects			
6350537371	Female	26-35	Salisbury	No	Weekly	Yearly	Quarterly	Modern cafe, new restaurant, a market square with regular markets	Dislike how dark, sterile the area is	Like the openness of the area	Love how the space could be transformed for any purpose	Love the tall ceiling and natural feel	Multilevel good in theory, rarely executed well	Like the openness and accessibility	Vibrant and bright, interactive	LOVE the lawn area	Hard to see this picture. Market feel is good	Open area	Vibrant cafe, family friendly, young vibe	Do it well, and this could be a great opportunity to develop Salisbury as a suburban hub! Attract young people to the area with RenewSA space.			
6350591987	Male	65+	Salisbury	No	Monthly	Quarterly	Weekly	Weekly												Shopping	neutral supportive		
6351747690	Female	16-25	Paralowie	No	Monthly	Never	Never	N/A	I feel like the purple carpet is old fashioned, out dated.	This looks good!	like this!	The pops of colour are nice!	Outdoor eating would be nice!								The layout	N/A	Keep things modern!
6351764419	Female	46-55	Salisbury east	No	Weekly	Never	Yearly	Community events. Youth programmes. Using library.														neutral supportive	
635189523	Female	56-65	Salisbury park	No	Weekly	Never	Never															You already have a building make use of the space you currently have spend our money on community gardens and more to free up parking space for the nearby shopping present. Put solar panels on as many surfaces as possible as to power up the entire building with a decent backup generator in the basement to ensure sustainable use. Install water conservation features such as rain water collection, low flow taps etc. Make the ground floor with internal heating as then this residual heat would flow through the building maintaining a constant temperature. Look at double our triple glazing windows to prevent heat loss and install air traps on entry/exit doors as to maintain a constant internal air temperature reducing the need to turn air conditioners on and off. Have a look at the community centre across from the old brickwork shopping centre. It has a few features that you may like to include. Such as a play type room that has full visibility so that their carers could attend classes and have the children supervised by an adult	
6351912685	Male	46-55	Mawson Lakes	No	Quarterly	Quarterly	Quarterly	low cost hire for days including weekends and evenings. Commercial grade kitchen attached to meeting areas so that they can be utilised as a food preparation area for functions that could be hired out to commercial enterprises as a fee for day use/hire and could be used to run healthy cooking/eating classes for new migrants and low income households and people of NESB. A small kiosk with indoor/outdoor play facility so that mums and toddlers/bubs can meet for coffee etc and use this to be self funded through the sale of beverages and light food. (See Roxby	Looks OK	Looks OK	looks to big and grand with no real purpose and may be very loud	Like the mezzanine area but the stairs look terrible. Rather replace that with a narrower staircase and an internal garden.	Great idea	Nice- gives the ability for fresh air to enter	like the touch screen idea but colour too bright	brilliant- attached to a cafe and child friendly play area and cafe would be ideal. This could be on the roof unless there was plans to make it covered with solar panels and water saving st that the complete building was almost self sustainable.	Nice look as a foyer area to the library and reading area. Not in direct sun but southerly facing so that there is no direct sun shining through but overlooking the street.	I don't like the way that it has been kept and maintained	Moor community meeting areas (for small class sizes) and a better place for just people to go to the library, grab a cuppa and read a book and relax in a safe environment away from home.		Please make the building as energy efficient as possible with a decent basement systems to capture the staff vehicles and more to free up parking space for the nearby shopping present. Put solar panels on as many surfaces as possible as to power up the entire building with a decent backup generator in the basement to ensure sustainable use. Install water conservation features such as rain water collection, low flow taps etc. Make the ground floor with internal heating as then this residual heat would flow through the building maintaining a constant temperature. Look at double our triple glazing windows to prevent heat loss and install air traps on entry/exit doors as to maintain a constant internal air temperature reducing the need to turn air conditioners on and off. Have a look at the community centre across from the old brickwork shopping centre. It has a few features that you may like to include. Such as a play type room that has full visibility so that their carers could attend classes and have the children supervised by an adult		
6351950110	Male	65+	Parafield Gardens	No	Weekly	Quarterly	Monthly	None that I can think of	Need for more small spaces for discussions with public	Library needs access from more than 1 door	Huge open spaces tend to confuse older people who are looking for something specific.	Outdoor space with tables etc also need easy access to toilets	Touch screens are good for younger people but seniors like to talk to people					Open area where children can run off steam before or after shopping with parents	Tables & chairs to sit at for snacks or just relax	I feel that there will be a huge reduction in parking, especially during construction and unless more parking is provided in the new Centre it will drive people away from Salisbury City Centre.			

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6352007364	Female	56-65	Salisbury	Yes	Most days	Monthly	Most days	lots of space, lots of books, meeting spaces, meeting rooms available for public use (if cost involved low cost) that include data connections, power, white boards etc; comfortable sitting areas, public PC's, super fast Wi-Fi, ability to print direct from my phone or device, big screen TV's with Foxtel, Netflix, Sporting...; Quiet spaces for study or research, language classes, computer classes - learning devices, basic PC use, children's programs - babytime, gigatime, storytime	looks like a small training room so its perfect for small groups, hope there will be larger rooms available	love the idea of the wide open spaces, lots of natural light, spaces to relax and meet people	love the wide staircase but not the industrial look	prefer this staircase and the high ceiling making it feel much large, hope the staircase can have data and power connections available	this is such a wonderful space for relaxing with friends, good book or using wifi, meeting people, watching the world go by	looks like bringing the outside in, looks good	i gather this is an information wall, would be good for the community to be able to access information	what a great idea for the community to enjoy, love it	the open spaces are fabulous, hope the new Hub will be as large as in the picture with lots of open spaces but also the library has lots of shelves of books	great meeting space and fun for children	lots of comfortable outdoor sitting with lots of trees and shade	hope there will be a great community feel, library is much bigger than the present one, toilets are not located inside the library space as this is such a turn away from the current library. Very important that the current community are looked after with the library having lots and lots of great items for them to borrow.	
6352067193	Female	26-35	Paralowie	Yes	Most days	Weekly	Monthly	Music Events Support of local artists Cultural Activities Movie Nights	Like the look/feel - welcoming, colourful, natural light	Like - Windows	like - Open space/Colourful couches	Don't like as much as other photos	Like - Space to eat outside, umbrellas, view	like - natural light / air (can open or close space)	Like - digital/technology	Like a lot	Doesn't look as inviting	Playground/Grass	More events/activities Tables/Chairs	neutral supportive	
6352051229	Male	65+	edinburgh	No	Monthly	Monthly	Never	Cultural etc events	open space	includes community	open waste of space	huge space with little ability to efficiently use the space	involve community	ok	good idea	potentially good use of space	? efficient use of space	nothing	community events	its a lot of money	
6352116090	Male	65+	SALISBURY heights	No	Weekly	Quarterly	Never	IMPROVED SHOPPING PRECINCT. HOPEFULLY BETTER ACCESS AND MORE ROOM FOR COMMUNITY EVENTS. TO IMPROVE THE AMBIENCE OF THE RAILWAY END OF JOHN STREET, THAT IS NOT TO SAY THAT ALL OF JOHN STREET REQUIRES SOME UPGRADING	CANNOT FORM AN OPINION AS IT LOOKS LIKE A MEETING ROOM TO ME	LOOKS OK, BUT WHAT IS IT	ASSUME THIS IS AN ENTRANCE TO SOMETHING, LOOKS BRIGHT AND MODERN	AGAIN BRIGHT AND MODERN, BUT WHAT'S ITS PURPOSE	LOOKS LIKE A CAFE OR MEETING PLACE OVERLOOKING A SQUARE, IF IT'S GREAT	PRESUME AGAIN LOOKING OUT INTO A SQUARE	IS IT AN INFORMATION GALLERY?	NOW THIS LOOKS VERY PLEASANT, A CHILDREN'S PLAY AREA OR IS IT PART OF A TOWN SQUARE	LOOKS GREAT, HOPE THE FOOD IS TOO	IT IS A VERY PLEASANT PLACE AS IS, BUT IT NEEDS TO BE LARGER, WITH MORE SEATING AND OVERHEAD SHELTER PLUS WIND BREAKS BREAKS	AN OPEN AIR CAFE WOULD BE NICE BUT HAVING SAID THAT I WOULD NOT LIKE TO TAKE TRADE AWAY FROM THE CURRENT HARDWORKING TRADERS	GO AHEAD AND DO IT, PERSONALLY I HAVE THAT THOUGHT AND SAID FOR YEARS THAT SALISBURY NEEDS A TOWN CENTRE REVITALISATION, IT APPEARS TO ME FROM WHAT I HAVE HEARD IN THE LAST FEW MONTHS THAT WE ARE GOING TO GET THIS. AFTER MANY YEARS IN THE RAAF AND LIVING IN MANY PLACES INCLUDING OVERSEAS 40 YEARS AGO I CHOSE TO LIVE IN SALISBURY AND HAVE NEVER REGRETTED THIS DECISION. LETS DO IT - TOWN REVITALISATION HERE WE COME	
6352093192	Female	65+	Salisbury heights	No	Weekly	Monthly	Never	Better access to all services and every thing in one place	Looks good	Good clean and modern	Clean and modern	Good	Nice area	Same again	Very interactive	Great for outdoor activities good for a coffee	Good for a coffee	It is open and clean	Nothing as don't spend time there	Need to get landlords to spend money on making John Street more inviting very dull and uninteresting	
6352103664	Male	36-45	Salisbury	No	Weekly	Quarterly	Never	None by preference Cafe, programmed events.		Open, airy space	Comfortable seating. Open space.	Comfortable seating. Open space.	Alfresco coffee shop			Palmerston in the NT did this and now look at them...none of the councilors or the mayor exist. Do you want to get voted out next election?	Waste of money and/or public (rate payers) resources. Stick to maintaining roads cause that are shocking!	It's fit for purpose in its current state.	Nothing to many itinerants.	Waste of money and/or public (rate payers) resources. Stick to maintaining roads cause that are shocking!	
6352108842	Male	56-65	Virginia	No	Most days	Never	Weekly		I'm sure I would like them if I could see them properly!								Place to meet.	More seating.	Salisbury Secret Garden!	Music	neutral supportive
6352170511	Female	56-65	Virginia	No	Most days	Never	Most days	Events, library													neutral supportive
6352214504	Male	26-35	Salisbury North	No	Most days	Most days	Weekly	Shopping/ library	Looks good	Good	Good	Good	Good	Good	Good	Good	Good	Play ground	More shades, benches	Park terrace railway crossing need to be upgraded. We really need a bridge now	
6352314700	Not answered	26-35	Salisbury	No	Most days	Yearly	Quarterly			Out date. Desant look user friendly	Old , tried	love openness. Different spaces	Way to much wood	Not bad	Not inviting	Colour wrong	Needs colour	Safe place	People	neutral supportive	
6352372286	Female	46-55	Button	Not answered	Monthly	Monthly	Monthly														neutral supportive
6352489609	Male	65+	Salisbury North	No	Weekly	Yearly	Weekly	work as a JP volunteer	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment	No comment
635387154	Female	46-55	Salisbury East	No	Weekly	Never	Never	modern community space with more ability to hold cultural events or community events			open industrial feel is on trend and gives the illusion of space		outdoor coffee or eating areas			space to just relax with outdoor cinema	nothing	live music more vibrant atmosphere		neutral supportive	
6353847512	Male	65+	Salisbury Heights	No	Weekly	Quarterly	Quarterly		ok- looks like a classroom	looks like an airport terminal	spacious	inviting	comfortable outdoor space	?	what's this? A gallery wall of MONA		The recorded messages from pioneers not much necessary		not much - my visits to Salisbury are purely business functional and I rarely spend anymore time there than is necessary	Get on with it- Salisbury is badly in need of some thing to recommend it.	

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6351894589	Female	56-65	Brahma Lodge	No	Most days	Quarterly	Weekly	library, classes, seminars, Café, Expo, Events, Arts and crafts	Too small and cluttered	Looks like a call centre	Too many steps, too open/vast	OK, but needs more directions/info/illustrations	This is good, please provide play area for under 5's	OK	I do not like the yellow background	OK, maybe more seating and should be trees/vegetation	Too crowded, why?	Space	Seating Vegetation/Trees Should be weather appropriate Food/music	Hope our rates won't go up because of this.	
6353896550	Female	36-45	Parafield Gardens	No	Weekly	Never	Quarterly	community space					like the outdoor feel							neutral supportive	
6353975095	Male	65+	Salisbury East	No	Most days	Yearly	Most days	All the necessary services and facilities are already available, except that parking can often be a problem at peak times.											It is good as it is, but maintenance, although done, needs a lift to keep the area so it always looks "sparkingly fresh".	I am not sure that the cost is warranted. I fear that parking will become a greater issue with such a concentration of services.	
635396669	Female	65+	salisbury downs	No	Monthly	Never	Never													The money should be spent on roads especially Kings rd. It is disgusting no drainage towards bolivar rd been like it for nearly 40 years no curbing	
6354025738	Male	36-45	SALISBURY HEIGHTS	No	Monthly	Never	Never	Men's stuff	What are we a fledgling real estate office?	59 coffee	The cleaners room is under the stairs.	Be quiet...damn kids	S11 coffee	Break in here	Wifi is this? I have all this shit on my phone.	Who is that and why are we watching them... shut up and drink your S13 coffee	Airport	Market when it is on	Less ferals	neutral supportive	
6354069431	Female	46-55	5000	Yes	Most days	Never	Never	Love festival and shopping on Johns street...more activities at night light shows											Open space and activities in the square	Entertainment	I love Salisbury its a real community active caring and striving for better future having access to high quality community space is essential to grow the aspirations of the next generation's
6354138971	Female	46-55	Paralowie	No	Weekly	Never	Monthly	Fundraisings Free Wifi More shops			I like this big and look like fresh and very clean		like to sit down here very relaxing						I like this place for walking	I would spend time because it is relaxing	neutral supportive
6354140467	Male	16-25	Paralowie	No	Weekly	Never	Monthly			Would be great for breakfast and lunch			like it because its great to work around it		its good relaxing with friends			Free wifi more shops and cafes		neutral supportive	
6354142189	Female	0-15	Paralowie	No	Most days	Never	Most days			More places to relax		This would be a good place for students			Good place to relax and chill with friends			It's a good place to chill especially for students	More café places or places similar to unis	neutral supportive	
6354143059	Female	36-45	Salisbury Downs	No	Quarterly	Yearly	Yearly				This space is unique									A super like new place and all new	
6354165168	Female	26-35	Para Hills West	No	Most days	Most days	Weekly												if little bit bigger is better	No Thanks	
6354165723	Male	26-35	Para Vista	No	Monthly	Monthly	Monthly	Library												neutral supportive	
6354167866	Female	16-25	Ingle Farm	No	Most days	Monthly	Quarterly	Swimming pools of Muslim women													Make more time for Muslims who are not really in the community scene
6354169489	Male	0-15	Mawson Lakes	No	Quarterly	Quarterly	Weekly	Activities for kids such as robotics					like, place to play and dine.						The library because it is really useful. Civic park because it has more playgrounds and it is big. The shopping centres because they are nearby everywhere	Availability of forum for sharing experiences and mutual learning and support	would like to see more interactivity
6354174989	Female	65+	Ingle Farm	No	Yearly	Never	Never	It's out of my area so not relevant.													In my opinion it is far too much money to spend in one area. We all pay rates and Council should upgrade the chambers and spread the rest of the money over all suburbs. There are certainly plenty of areas where it could be better used.
6354170951	Female	36-45	Mawson Lakes	No	Quarterly	Quarterly	Weekly	Workshops on policy matters Activities for kids encourage me to visit more often	Like a group discussion Group meeting to discuss issues and solutions	Area to enjoy food		like, place to chat	like, place to play and dine in public					Access by all	Availability of forum for sharing experiences and mutual learning and support	would like to see more interactivity	
6354172037	Female	0-15	Mawson Lakes	No	Quarterly	Yearly	Quarterly					I like the comfortable working space	Place to chat with friends		Spending time with friends and family					neutral supportive	
6354172682	Male																			neutral supportive	
6354173309	Male	16-25	Mawson Lakes	No	Monthly	Never	Never											Nice place to visit and to relax with friends	More activities	N/A	

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6354177604	Female	56-65	Salisbury north	Yes	Most days	Quarterly	Most days															
6354173811	Female	65+	Brahma Lodge	No	Yearly	Never	Yearly	Writing seminars and others	Too business like											the open spaces	not having a new centre in the middle of the square	as far as I am concerned the whole proposal is a complete waste of the public's money many projects have been proposed by the mayor over the years including the John Street proposal of people living above the local shops making it look and feel like mawson lakes and again it is just a total waste of money
6354174183	Female	36-45	Parafield Gardens	No	Never	Never	Never															neutral supportive
6354175885	Male	16-25	Salisbury	No	Weekly	Yearly	Monthly	More parks would be good and bigger shopping centre	No	Very good	Very good	Very good, modern	Very good	No	No	No	No	No	N/A			N/A
6354188905	Male	36-45	Mawson Lakes	No	Quarterly	Quarterly	Weekly	Workshops on policy matters, neighbourhood issues and advice, community learning, technology start up support and advice	Like, group discussion											Access by all	Availability of forum for sharing experiences and mutual learning and support	would like to see more interactivity
6354190741	Female	26-35	Paralowie	No	Most days	Yearly	Quarterly															neutral supportive
6354191236	Male	26-35	Paralowie	No	Weekly	Never	Yearly															neutral supportive
6354192458	Female	46-55	Mawson Lakes	No	Monthly	Yearly	Quarterly	Old aged (50+) gym/training														neutral supportive
6354211710	Female	36-45	Brompton	Yes	Most days	Most days	Yearly	Free wifi, comfortable lounge area, cafe, device plug in points and charging locations, kids area, parents room, outdoor TV screen	Like - colourful furniture, AV equipment, lots of light to the outside	Like - cafe, big glass windows to let natural light through. Don't like - cafe not opening out	Like - big staircase/seating area lounge seats; Don't like - feels a bit cold (texture wise)	Like - modular furniture, big staircase/seating, wooden panel, clean line but warm feeling. Don't like - would be nice to have soft furnishing to bring in more warmth	Like - terrace with retractable awning, trees, overlooking the civic square	Like - big flexible door bring in lots of natural light and bring inside/outside in. Don't like - potentially expensive to heat and cool	Like - large digital touch screen, (visually interesting & easy to use even for kids/people in wheel chair height. Would be good to have information in many languages and using icons/images as much as possible so that anyone can use it	Like - outdoor tv screen, green space for picnic/event, bean bags, shade.	Like - airy with full of natural light, gallery like space where people can move around freely to do many different things within one big space rather than segregating the uses	Trees and greenery, playground, some seating and shades, used to love having colourful flowers (replaced by grass or something not as pretty) and water features (which is not turned on). Good even space.	More greenery and informal seating/ceiling. Bean bag hire. Would be nice to be able to better integrate the cemetery maybe grass it with path without the fence and landscape it in a way that still discourage people from walking through but respectfully accessible with interpretive signs Salisbury's pioneers. Cafe, free wifi, playground.		Exciting project! Hopefully Council will spend enough money to make it something great and what people would be proud of rather than some cheap stuff that wouldn't function, would look terrible and would date quickly.	
6354193306	Female	0-15	Mawson Lakes	No	Monthly	Quarterly	Weekly	Workshops, activities for kids will make me come here often	Meeting are helpful													neutral supportive
6354194602	Male	26-35	Mawson Lakes	Yes	Yearly	Yearly	Never															Need a lot of time and money spent on making Salisbury council people educated
6354195064	Male	26-35	Mawson Lakes	No	Weekly	Quarterly	Yearly															neutral supportive
6354195620	Male	0-15	Mawson Lakes	No	Quarterly	Quarterly	Weekly	Workshops for kids														I would like to see more interactivity
6354197279	Male	36-45		Yes	Most days	Yearly	Monthly															We do not need a hub in Salisbury CBD Waste of rates Fix old council buildings!!!
6354199406	Female	46-55	Salisbury Downs	Not answered	Most days	Never	Weekly	No comment Spend money elsewhere	OK conference room	Too big	Too big, high ceiling	Too open	Family friendly						Family friendly (I see dead people) Chemist	More family active		Look after small business Look after wheelchair golfer needs Angry, Salisbury council can spend \$43.8 million on this when there's more important issue that could be seen too i.e. help small businesses & wheelchair needs
6354202013	Female	56-65	Ingle Farm	No	Yearly	Never	Never	Would like the council to have an area where ratepayers can visit socially and discuss concerns or ideas about their areas & environment instead of having to do this as complaints												Family friendly	If it is aesthetically attractive and has eating, coffee or even picnic facilities	As much as I like the proposed plans, I feel very deeply about the council also looking after basic services like roads, maintenance and aesthetic improvement of suburbs, rubbish and litter cleaning and to be mindful of rate payers investments in their properties. Everyone deserves to be proud of their area.

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6354204219	Male	16-25	North adelaide	No	Never	Never	Never	Open study spaces for uni students to work in Good wifi for study and light recreation Cafe for light food and coffee	Good group study and business space for open and comfortable	I don't see a purpose really	Good study and relaxation space, modern	Good space for quiet study and dining	Good space for quiet study and dining	Could be useful for general enquiries, room bookings, etc.	Great outdoor movie/music space for community events	Clean, modern space	Never visited, not from area	Good place for social interaction and leisure	neutral supportive	
6354206521	Male	16-25	Salisbury Downs	No	Weekly	Yearly	Never	Places to relax, pool tables, games, places to study	Too class roomy, good tech, good sized table	Open, small tables	Very open, inviting, modern	Nice and open	Modern, open, can open up on nice days	Good tech	Nice and open, place to chill out	Open, space to study, inviting	Not sure on location of square	Places to relax, games to play, quiet spaces to study	neutral supportive	
6354208559	Male	56-65	Mawson Lakes	No	Weekly	Quarterly	Never	Entertainment venue, shopping, IT services, council issues	Like, training facilities	Like, socialising	Like, entertainment facilities	Love outdoor	Advanced IT facilities	Great entertainment facilities			Very people friendly	More outdoor eateries and entertainment facilities	neutral supportive	
6354211203	Female	65+	Parafield Gardens	No	Most days	Quarterly	Weekly	Library services, council information and community facilities especially for the elderly			I like the modern style and disability access	Especially for the families to use the area			This would be good especially for family groups in warmer weather. Shows, pictures, etc.		I would like to see more disability parks for the disabled. I feel that up to 8 or more would be removed when you take the car park away.	Area for families, friends to meet and to enjoy what is on offer	To look after the needs of the elderly and families, especially socially disadvantaged, who cant afford to take children to enjoy the area.	
6354219000	Female	26-35	Salisbury	No	Weekly	Yearly	Weekly	Better public transport to Salisbury. Buses should stop close to the Hub or transport provided for train station to Hub/shops increased numbers of free internet facilities. Training	reminds me of work so dislike	Good open feel	Not everyone can use stairs, dislike	Do not like the bland sterile colour scheme. It looks like an airport					like the open space and view over the square. A view over the cemetery would not be as appealing	Water feature, open space, natural light, no high rise, clear lines of sight - you can see what is going on	Less aircraft flying above (from Parafield airport)	This feedback form is guiding people to accept that the Community Hub has been existing building.
6354220983	Male	46-55	Burton	No	Weekly	Quarterly	Quarterly	I feel disgusted that you would even comprehend such a waste of money. This is the people of Salisbury money I am happy with what we got.	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Don't like	Open and peaceful	Not changing it like it the way it is now	I am disgusted not voting for you ever again.	
6354222747	Male	26-35	Parafield Gardens	No	Monthly	Never	Monthly	Study areas, library, sport facilities and shopping	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A	More things for kids to do, library	neutral supportive
6354223564	Male	65+	Para Vista	Yes	Quarterly	Yearly	Quarterly	Games recreation facility?	✓	✓	✓	✓	✓	✓	✓	✓	✓	Easy free parking		neutral supportive
6354225251	Female	65+	Mawson Lakes	Yes	Most days	Monthly	Monthly	Entertainment, a feeling of peace, meeting friends, a space to learn, the inside greeting the outside	A place to grow	A place to connect	Entertainment and space	Learning	View with coffee	Easy access	Learn about technology	Outdoor entertainment	Open and friendly	Entertainment	I can not wait what a great addition to Salisbury	
6354227986		56-65	Parafield Gardens		Quarterly	Yearly	Yearly	A noise and stress free experience getting there	Don't like reminds me of bullshit "meetings"	Don't like reminds me of work cafeteria. Do like lots of natural light.	Do not like prefer open space with trees	Do not like reminds me of airports	Like. Like more with a smoke and beer	Like buildings opening out. Open spaces	Do not like all this sci-fi touchscreen indoor crap	Do not like this space is too small and TV is too costly	Do not like as this reminds me of a noisy swimming centre. We have enough noise here.	Open, sunny, not crowded	More silence or massage. No aeroplanes	There are far more important things to spend our money on to improve life in Salisbury. This should not be committed before 2018 election.
6354231869			Salisbury		Most days	Quarterly	Most days	I like it as it is feel less noise, phones loud talking, traffic and more privacy	X Office?	X Small private should much better than cafeteria	X Sunny Salisbury weather. Be outside	X I hate this	✓ Could be more open space and small story		X Where does this 'secure technology' idea come from yuk	X Not enough space	X	Outdoor open space NO HIGH RISE	More open space and big trees	Council or any government developments should not define or dominate a "Community" centre. This smells like a multi million dollar scam. Other council did it for much less.
6354235121	Male	65+	Salisbury North	Yes	Weekly	Yearly	Monthly	None - my requirements e.g. borrowing books, videos, internet use etc. are taken care of by Salisbury West (Hollywood) Library	Like	Like	Not Like	Like	Like	Like	Like	Not Like	I like the fringe activities that take part here	Nothing really	I do not see the necessity to spend \$40 million on a new building when \$11 will repair the existing building. Most people only use council buildings to pay their rates.	
6355757542	Female	26-35	Salisbury	No	Monthly	Never	Monthly	Better library facilities	Like the smaller spaces for meeting spots	Too cold looking-materials need to be more varies	Reminds me of Uni space	This has more warmth, might need to adjust scale	Not appealing	Like the idea that you can open up the space in warmer months	Like the interactive display, too bright background though	Like the idea of a green space	Nice natural light	N/a	More services such as a better library and more interactive displays/installations	neutral supportive
6355840454	Male	46-55	Parafield gardens	No	Monthly	Quarterly	Monthly	None - it a council chambers were you pay rates Jodge complaints and lodge applications for approval									The lack of council chambers or business	A decent effort in things like the fringe spin off but a decent effort not the crap that you have been doing in the past	Its a disgusting underhanded way this entire secret approval process has been done. Also a absurd amount of money for a building most will rarely visit	
6355863490	Female	26-35	Parafield Gardens	No	Monthly	Never	Never	They wouldn't, why do you think a hub will attract people to Salisbury?	where's the gender equality ... predominately females	where's the colour, what is a 'space' going to do to encourage people... to what joiter??	wasted space	wasted space	concrete jungle	how well did you current little space work next to the cemetery? it didn't... why will this work? instead you waste 50million dollars that could be spent on improved services and safety for the community	how well this encourage people to interact? what's the benefit?		What's to like? that feeling of being unsafe?	Absolutely nothing.	This is a terrible idea, and an absolute waste of tax payer funded dollars.	

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6356127298	Female	65+	Parafield Gardens	No	Most days	Monthly	Monthly	More respect to pedestrians from motorists	No window glare	Good access	Good handrails	Seating with back support	Seating	Shelter	Readable font	Suitable for able bodied and disabled	No slippery surfaces, noise control	It is open, plants	Comfortable seating to watch and enjoy going on especially the young	Bring the community together with the new set up. More cultural interaction. I am a people person.	
6356124869	Male	65+	Elizabeth South	No	Weekly	Never	Never						Upstairs cafe/pop up				Don't EVER not have books	Nice and open	N/A Don't live in area - lovely shops	Always listen to locals and frequent visitors	
6356126262	Female	65+	Salisbury Heights	No	Never	Never	Never	Decent car parking Will library be included?										The space is nice but bare and I have never walked through it or attended anything there	Concerts Seating	We pay most of our rates online or phone so no need for updated building to pay rates Would probably only visit new centre for curiosity	
6356126588	Male	65+	Salisbury North	No																neutral supportive	
6356131353	Female	26-35	Salisbury East	Yes	Most days	Yearly	Yearly	Nothing really comes to mind	Close working space. Looks good	Open plan is nice	Not very good for studying							It's ok, but still a number of people hanging around there that need to be moved on, but then they hang around the train station. So maybe before revitalizing the area you should concentrate on the other issues that are important like the drug issues, the violence at the station and getting the police to have a great presence on foot or push bikes in the area	Clean it up	neutral supportive	
6356127584	Female	65+	Salisbury	No	Most days	Quarterly	Quarterly											The cool atmosphere confined in the centre of Salisbury shopping centre	Musical entertainment	Always pleased when Salisbury council offer new ideas	
6356128338	Female	56-65	Salisbury	No	Weekly	Never	Weekly	Library	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Happy with it the way it is		Great proposal	
6356129162	Female	65+	Salisbury	No	Weekly	Never	Quarterly	library	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Looks good, like	Happy with it the way it is		Happy with the proposal. Exciting	
6356130757	Female	56-65	Paralowie	No	Most days	Yearly	Weekly	Amateur theatre Music Entertainment	Too school looking	Gentle on the eyes, open to outside	Too cold looking and uninviting	Beautiful, soft	Beautiful	Great - access to outside			Lovely			neutral supportive	
6356131319	Male	56-65	Paralowie	No	Weekly	Monthly	Quarterly											The open space	More security	Nil	
6356131734	Male	65+	Salisbury	No	Weekly	Quarterly	Never	theatre for plays library, gallery, council services, meeting spaces										Wait and see		neutral supportive	
6356166393	Male	26-35	Salisbury North	Yes	Most days	Most days	Weekly		✓	✓	✓	✓	✓	✓	X Brightness	✓	✓	Open, sunny, enjoyable and festive	Retail and services / eatery	Make it happen!	
6356168935	Female	65+	Para Hills West	No	Most days	Quarterly	Never	Better parking facilities and pedestrian walkways Council to encourage large department and furniture stores to return to city centre										It would be better situated in parkland area, make current space available for retail stores		The \$43 million is an outrage, new council buildings etc. are NOT a necessity. PLEASE Mr Abbridge and members remember whose money you are about to spend and also the adage re "earning one's cloth to suit salary"	
6356175640	Female	26-35	Salisbury	No	Most days	Yearly	Monthly	Community health initiatives. Naturopathy based health workshops ran by qualified naturopaths to do with nutrition, herbal medicine and preventative lifestyle practices. Instead of training youth at Twelve25 to make coffee, have a weekly pop up juice bar with a pay it forward scheme. humans are raw vegans by anatomical design. Be the first council ahead in wellness initiatives.	Include an eco and sustainable design in all architectural designs focusing on zero waste and recycling. More plants indoors.	Vertical gardens. Solar panels and wind turbines for renewable energy.	Indoor plants and vertical gardens. More natural lighting. Bring nature in.	Can fruit trees be planted instead of natives and community gardens be incorporated amongst external meeting communal hubs?			Outdoor cinema is a great recreational activity. Can there be educational documentaries shown sometimes?		More plants. Too sterile. Don't get lost in high tech ideas only.		I don't notice it much through like the whole functional purpose of each of its sectioned areas.	Weekly markets with local art/bespoke goods, pop up juice bar and locally grown produce and small business stallholders. Sunday outdoor yoga and aerobics classes in the warmer months. Keep the fringe festival going here too	I hope that the City of Salisbury can be the first council to leap ahead of others in terms of looking after the health and environment of the community (education and lead by example is key). I want to stress that humans are raw food eating creatures. Take things a step beyond the opal campaign in Playford and promote health and healing in this demographic by making being healthy "cool". A lot of substance abuse in Salisbury (notice, improve the catering menus to be healthier. Used to work in library services and volunteer at JYC/Twelve25.

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635617944	Male	65+	Mawson Lakes	No	Monthly	Quarterly	Quarterly	Any place will attract visitors, if it is intellectually stimulating like Oxford, Cambridge etc.												Having visited several - Civic centres in Australia look the same! - Forbid thinking in a broader frame? Democracy is not the rule of the majority BUT its practice of righteousness. Many fail dimly to comprehend it.
6356181676	Female	65+	Salisbury	No	Weekly	Yearly	Quarterly	Café with reasonably priced food and drinks. Councillors who people can talk to with personal problems. Interesting talks for the elderly.	OK	If this is a cafe, OK. But seems too exposed.	Looks far too big, more like an old fashioned railway station	Too open, seems like a waste of space	OK	OK	Don't know what this is	OK	Can't tell what this is	A few more people use it	Monthly markets	2 Weekly or monthly markets. There are a lot of craft people who would like to make an extra dollar or so and it would be helpful and community minded to provide them with such an outlet and make sure it is well advertised.
6356182048	Male	26-35	Mawson Lakes	No	Quarterly	Quarterly	Yearly											Never seen it	N/A	neutral supportive
6356182388	Female	26-35	Mawson Lakes	No	Yearly	Yearly	Never	Music shows												neutral supportive
6356182860	Male	26-35	Mawson Lakes	Yes	Quarterly	Never	Never	Outdoor sports activities and indoor												neutral supportive
6356183152	Male	0-15	Salisbury	No	Most days	Monthly	Monthly		Need more stuff to add											neutral supportive
6356183952	Female	0-15	Salisbury	No	Most days	Most days	Most days													Its a very nice place to be there is peace and the people are friendly
6356185538	Female	0-15	Salisbury North	No	Quarterly	Never	Weekly	Dance classes Acting classes Karaoke night	Dislike the fact that theres not much people	Rig, open, welcoming	Looks welcoming	Friendly	Open and friendly	Community, friendly	Small and not welcoming	Shared community, welcoming	Rig, interactive	The lounge and artistic scent	Tutors (helping homework) Music Songs	neutral supportive
6356238385	Female	36-45	Ingle farm	Yes	Most days	Most days	Quarterly	low cost courses like WEA children's activities Community health programs markets showcasing local produce, crafts and wares	seems quite 'everyday'	needs more greenery/indoor plants to soften	seems like a lot of wasted space & too much metal / cold and angular lines	not enough natural light, light and neutral colour scheme is nice	good to incorporate indoors with outside with pops of colour and to attract the eye	nice to have natural light and breezes	appealing to see people relaxed and enjoying the space outdoors. Colour brightens up the area	nice natural light and neutral colours	attractive to younger children and it is always being used and nice landscaping, central to most things	tables and chairs to sit and have lunch or meetings like a courtyard area, good community programs and events	Concerned about availability of parking for staff and also those visiting the hub. Please don't have parking meters and please allow longer than 2 hour time limit so that people can spend more time in the area without feeling they have to be rushed out or have to find somewhere else to park - especially if people are walking from place to place as they are reasonably close together. Perhaps offer bike hire??	
6356265115	Male	56-65	salisbury East	Yes	Most days	Most days	Weekly	Just what is there now is great	looks good	good	wast of space	wast of space	like it	good	dont like it	good	wast of space	Nice opened space	Better car parking	Leave the old Council Chambers and spend the rest of the money on up grading Salisbury's older area's. Parafield Gardens , Para hills, Pooraka, Salisbury East,Burton
6356274448	Female	36-45	Salisbury East	Yes	Most days	Quarterly	Yearly	Entertainment, live bands, live streaming of sporting events, improved lighting/safety, more people around after business hours	Technology	Cafe is a great idea	No - too open/noisy	As above	Yes!!!	Yes!!	Technology	Perfect idea - such a community casual feel	Like this look	The trees and seeing the children playing.	increased people/crowds. More shaded places to sit - permanent table seating. Reliable wifi access. Security/CCTV	This is more than two decades over due for the Salisbury Council Community. The idea of being able to come together as a community and watch the Olympics or movies in summer time, to share our culture and foods is incredibly exciting. The potential in the site needs to be grabbed and built on - and this community hub looks like it will deliver that - so thank you!
6356297054	Male	46-55	Salisbury	Yes	Most days	Weekly	Monthly	Community events +++	Great, definitely need meeting rooms in the City Centre	Onsite cafe would cartily complement activities in Civic Square	Dont like this concept	Large open space, multi purpose area would be great	Love this!	See above	Love the integration of the square into the design	Central location Focal point of the city, combination of paved and grassed and synthetic surfaces and the playground	Free family friendly events. Twilight activities. More vibrancy especially after hours	GREAT CONCEPT! LOVE IT!		

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6356307115	Female	46-55	Para Hills	No	Most days	Quarterly	Monthly	Learning programs Community activities Library programs	Good light and good meeting space	Very open and spacious	Too large and impersonal	Too large and open - possibly a little alienating for a community space	Nice use of different levels in outdoor space	Nice open doorway design. Would allow good flow in and out	Good use of bright colours and interactive equipment	Great activation and use of public open space			How it has been redesigned has attracted a lot more people to the space. its good to see people using the play equipment and socialising in the space	A cafe type arrangement with indoor and outdoor seating would be really attractive to me	A community hub would be great for the Salisbury city centre, it will really renew interest in the place. It will also provide the kind of community spaces that other Councils have provided for their communities - we have lagged behind and are making do with really old facilities that are no longer fit for purpose.
6356361400	Male	26-35	Salisbury	Not answered	Most days	Weekly	Yearly												Trees	After 5pm activities	Why was this survey and the prudential report not undertaken much earlier before so much time, energy and ratepayers money was invested in this PROPOSAL?
635637097	Female	16-25	Salisbury Downs	No	Weekly	Monthly	Quarterly	Definitely a large study area for school and university students to work in after hours (till 8-9pm). Also if there was more of a community hall that could be rented out and a theatre or performance area with assigned seating, more salisbury community member would go to Salisbury.	This photo looks great, although glass may be distributive or not as private	Looks great	looks like this takes up quite a lot of room and is way too big, can't see any tables or desks or anything like that, otherwise great idea	The timber wall designs alone a bit too bland, maybe slightly more variation of colour different lighting. Looks like the area can only be made into a good study area my the furniture. Maybe include more secluded study areas	Looks great	A great place for community events and gatherings	What is it?	Wow	Looks like a university	Are where community event can be held	Engaging events, activities and something that you would actually want to spend your time doing. Like watching a play, a band or simply a food and wine festival	Please build a theatre where students can graduate, people all over Salisbury can perform and schools can utilize it	
6356394087	Male	26-35	Mawson lakes	Yes	Monthly	Never	Never	Need more sporting events to draw people in	Like	Like	Like	Like	Like	Like	Dislike	Like	Like	Open	Need to have cafes etc	neutral supportive	
6356490764	Male	16-25	Smithfield Plains	No	Monthly	Quarterly	Yearly	There's many community driven programs but they can be delivered without a new \$43 million dollar hub.	Nothing stands out	Nothing stands out	Too cold	Nothing stand out							It's a great open space	More open space need to be better connected by public transport	neutral supportive
635646386	Male	46-55	Paralowie	No	Most days	Quarterly	Quarterly	More, and ease of parking. Parents groups/counselling and parent education. Small business assistance.	Windows need blinds when room is in use	needs a small child play area		The green is really not pretty							Well it is clean and tidy.	Children's activities	neutral negative
6356611044	Male	65+	INGLE FARM	No	Yearly	Yearly	Yearly	IT learning City functions awareness How to volunteer or be paid to work How to improve communication with my neighbour How to resolve disputes in my street or with my neighbour How to help beautify my street	Discussion in consultation	Utilising space for computer access?	Open space for relaxation	A place to read or write on or to chat	Various pacific activities from lunch to strolling in the park	A wide welcoming entrance	A self activated information hub	A "village square" to relax	Space to meet and catch up	The freedom of movement	A very good reason to come from distant Ingle Farm. Creative ways to publicise events. Using the digital display billboards to advertise events through the city.	Creative Communication to attract people of all ages. We are very isolated at Ingle Farm. We are closer to TTG Library / Council offices that Salisbury Library / Council Hub	
635664482	Male	16-25	Para Hills	No	Monthly	Quarterly	Quarterly	Programs for young people Learning activities Library Meeting spaces	good meeting space	good light filled space	like the industrial look	like the space and high roof	good balcony	doors are useful	i like the bright colour	nice outdoor space	seemsok	places to sit, play equipment, central location	somewhere to eat and drink	It would be good to have a more community focused centre.	
6356806598	Female	36-45	Salisbury	Yes	Most days	Yearly	Weekly	Comfortable places to sit and work for a few hours	Like the AV and bright colours and natural finishes	love the cafe, should have an inside outside servery	Feels vast and empty and cheap, don't like	This is better love the timber paneling	Love it, sit outside and people watch	Inside / Outside connectivity will make the building more usable	Digital screens are great but still need a friendly face at the door	Great idea but would look better integrated into the building rather than tacked on the side	Love this feels so busy and interesting	The grass...kids seem to always be on the play equipment	More people, it feels isolated most of the time, I like to people watch but sometimes no one is there	Great concept that is looking to the future and could change perception of Salisbury City Centre being a backwater. Hopefully the other landowners follow Salisbury Councils vision and investing in the upgrading of their shops! Proud to be part of the Salisbury community can't wait to show it off!	

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6356895698	Female	36-45	Para hills	Yes	Weekly	Weekly	Monthly	people with mental illness such as the Panic Room run by Kate Henderson for people with Anxiety. Also there is a Huge need in this area for support groups ALCOHA Alcoholics Anonymous, plus meet up and a private area for CoDA for co-dependents anonymous and Over Eaters Anonymous. Reddit has a young adult site for raised by narcissists which has a large following by young adults in near Salisbury area and they require support services too. Relationships Australia is struggling to meet the demand of providing courses for relationships. Domestic	Seats look hard and flat, need cushions	Seats in cafe look hard need cushioning	Hard seats	Some hard seats	Yucky wire seats	Hard plastic seats need cushions	Ok seat too hard	Nice bean bags	Hard seats need cushions	Love the big trees, easy car parking, council office gardens and enjoy driving on brick mall is quaint.	Support groups CoDA Alcon OEA The Panic Room. Humans are social, groups provide socialisation. Relationship and child protection courses training and education. Free gym playground equipment.	Please do not have hard seats, soft seating is a much better choice.
6357925929	Female	46-55	Paralowie	Yes	Weekly	Monthly	Never	Weekend markets! Community hubs Community art Check out Plan4 something like this!!!!	Too corporate unwelcoming.	Crowded too clustered (mart cafeteria bleh)	Spacious space to move around but must have disability access	Looks like a community bank not child friendly	Yes!! On point	I like this, best of all environments	Nope	Yes!!	Maybe?	Not much to be honest. It's incredibly under-utilised weekend markets could happen here. Outdoor cinema? Performance space. Just not used at all really right now	More activities Clean it up Make it welcoming for all Safer Market space	neutral supportive
6357989373	Female	26-35	Gulfview Heights	No	Weekly	Never	Monthly	Access still to lots of hard copy books, that is why I usually visit the Len Beadell library. Digital hub/technology facilities would be a close second.	The bright colours contribute to a warm atmosphere.	It looks a little too industrial, or like a hospital. Doesn't have much library/community feel to it.	It looks a bit empty and like it might be a bit draughty and cold in such a big empty space. It wouldn't encourage me to sit and use the tables and chairs.			This colour, on the other hand, is a little too bright.			Art installations that I have seen there.	Art, places to sit. Maybe some outdoor heaters and a bit of cover in winter?	I'd hate to see the library lose a lot of its hard copy collection of books, CDs, DVDs and resources so if that can be avoided as much as possible that would be what I would most like to see.	
6357995382	Female	65+	Ingle Farm	No	Never	Never	Never										never been there	nothing, don't like crowds	We do not need it	
6358036044	Male	36-45	Para Vista	No	Weekly	Never	Yearly	Recreation / Leisure centre										It's a fresh progressive change for John Street	A grassed picnic area in the Salisbury city square, with trees. The grassed creek area is nice, but dangerous re potential crime because hidden away. Leave the carparks, knock down the boxy brown building blocking views, put grass & trees to make it an open area for visual aesthetics & serenity. Don't waste money & space on council chambers - us rate payers can't afford it (an insult to those hundreds losing jobs with Holdens closing, etc) - but instead renovate the existing council chambers. But don't take the carparks away (we need more nearby ones - especially disability access parks - not less). If grassed with seating, uncluttered. Needs trees in the square, too, to also break up the cramped concrete jungle.	Cycling trail linked up to the hub?
6358090547	Female	46-55	Parafield Gardens	No	Most days	Quarterly	Quarterly	None, because I feel this "Hub" is just a cover for a glorified, wasteful, multistorey, multimillion dollar council chambers for the mayor's ego trip.	Looks like a squishy classroom	Looks cold and waste of an extra floor	Absolute waste of floor space, looks cold, would cost too much to heat/cool. Hate the metal frames hanging from roof - too industrial looking	Looks softer, more inviting than previous photos, and less wasteful	There's no room in Salisbury for such a balcony, unless it looks over square (but hot afternoon sun in winter, and cars [exhaust fumes] & buildings every other direction	What am I meant to be looking at?	Bright yellow walls? YUCK!!!	Again, looks waste of space, with heating & colling costs.		That there is a square, but it's not complete, visually or aesthetically it needs that small brown brick building demolished, and grass put down to make the square OPEN, uncluttered. Needs trees in the square, too, to also break up the cramped concrete jungle.	As before, I don't think it's something Salisbury ratepayers can afford. Renovate the existing council chambers. This is a poorer area, so we can't afford eastern suburbs priced council chambers, and is an insult to the Holdens workers, especially, who are losing their jobs this year. It's an utter insult, thus offensive. Salisbury is cluttered, and I'd prefer that boxy brown brick building demolished for grass & openness/aesthetics. This "Hub" would squeeze in the square, immediately remove valuable Parabanks car parks & further rob shopping parks by hub users. This "hub" makes us ratepayers feel that the Salisbury councillors are thinking too highly of themselves (especially the mayor) to want plush new council chambers, rather than renovating the existing building. No, it's too squishy there, offensively overpriced with the multi-million dollar price tag, and unnecessary. The Salisbury Council is out of touch with it's citizens - so typical of governments... yet this is a local government that's meant to focus on collecting garbage, and doing on-the-ground services for it's citizens. And if a "hub", why not build it at the far end of Parabanks carpark, towards Centlink, where it's not so "in your face", and crowding in an already busy/overcrowded shopping & parking area - even Playford Council's chambers are to the side of the shopping mall, and not in the middle of priority carparks. No, this building is wasteful, and reeks of mayor & councillor ego-tripping, getting above themselves. Spend more money on getting the job done, not plush new office building for yourselves and where it will encroach on our valuable close-to-shops car parking space. You councillors have really lost the plot on this utter waste of our rates. This building will be a monument to your egos, and a massive burden on our ratepayers who are struggling to keep the lights on and the heating/cooling on and put food on the table. It's wasteful, especially in the current economic climate us ratepayers are facing. Remember, you work in poor Salisbury, NOT in the elite suburbs. Think wisely, because you will NOT be re-elected next council elections if you go ahead with this vain, egotistic project.	

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6358079214	Male	36-45	Brahma Lodge	No	Most days	Yearly	Yearly	Provide activities for children. Indoor playgrounds ball sports etc	nothing for kids										its cheap	Facilities for children	No more rate increases your spoiled enough		
635809957	Male	65+	Ingle Farm					Cultural events - secret garden COYA events Library speakers											Currently I do not use this space	Music, food events	Put me down as a yes		
6358101200	Female	65+	Pooraka	No	Monthly	Monthly	Yearly																
6358103000	Female	65+	Ingle Farm	No	Never	Never	Never	Nothing											Never visit - have no reason to	Never visit - have no reason to	Remember the rest of the ratepayers Salisbury CBD is a small area of the Salisbury Council area. What about the rest of us.		
6358104294	Female	65+	Valley View	No	Never	Never	Never		Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing		
6358173964	Female	56-65	Ingle Farm	No	Most days	Yearly	Weekly	A good library A nice cafe Markets, street fairs, vibrancy, great food and culture	I like the windows	I like the openness	I don't like the industrial look of the beams	I like this open look with pockets of space	I love this and would have a coffee there	Natural light	Technology	This looks fantastic	So long as it has disability accessibility	I don't go there at the moment.	Picnic type tables, more shade, safety		This project is a waste of money. Council not spending money on areas that need it.		
6358131764	Male	46-55	Brahma Lodge	No	Monthly	Never	Monthly	More open green space. Good parking. Uncrowded areas. Fewer migrants.	Dislike	OK - looks like any other cafe	Don't like. Stairs could be a safety issue.	Too bland Dislike	Ok	OK as long as I don't have to clean the glass doors. Could be a safety issue.	Dislike the colour.	This space should be larger and weatherproof.	What is this?	Open area. You can see who is nearby. Water feature, colourful flowers brighten it up.	Nothing		I would prefer Council to either repair or rebuild on the current James St site and not waste ratepayers money on a white elephant and consultant expenses.		
6358175082	Female	65+	Elizabeth Downs	No	Monthly	Never	Monthly												Green space and place to sit under umbrellas		neutral supportive		
6358177830	Female	65+	Paralowie	No	Weekly	Never	Weekly	A decent library with space to browse or tables to look at magazines and newspapers			Do we need yet another cafe?									Where's the library?		If the Len Beadell library is to be sold, the new library has to be at least of the same capacity, especially for print books. There has been a diplomatic reduction in print books in the library over the past 3 years. Parking needs to be addressed so that people can get car parks due to lack of spaces in the areas when the Community Hub is built.	
6358179259	Female	65+	Salisbury	No	Weekly	Quarterly	Quarterly												The kids using it to play and have fun	Entertainment in summer - school bands, something to give young people a chance to show their skills.	neutral supportive		
6358179504	Female	65+		No	Never	Never	Never															neutral supportive	
6358180178	Male	65+	Paralowie		Most days	Quarterly	Weekly	Will visit the Len Beadell library more often to use the computers and read. If a cafe is opened it will bring the community together															neutral supportive
6358180553	Female	65+	Magill	No	Weekly	Never	Never																neutral supportive
6358180782	Female	56-65	Elizabeth North	No	Most days	Yearly	Never																neutral supportive
6358181001	Female	65+		No	Never	Never	Never																neutral supportive
6358181341	Female	65+	Salisbury East	No	Weekly	Yearly	Yearly																neutral supportive
6358181993	Female	65+	Para Hills	No	Monthly	Monthly	Never																neutral supportive
6358182465	Male	65+	Para Hills West	No	Never	Never	Never	No transport so don't go there. Go to Para Hills seniors group with council transport															neutral supportive

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6358183017	Female	65+		No	Weekly	Yearly	Monthly	Better bus, route to shops, larger shop area											Quiet area No traffic	More seating in shade More entertainment	neutral supportive					
6358184817	Female	36-45	Ingle Farm	No	Yearly	Never	Never	Community Programs											Haven't visited	Light music	Some greenery in tubs? Community board indicating what's happening and where Non slip surfaces Discreetly placed planter boxes and bicycle lock ups					
6358185585	Male	65+	Para Hills	No	Never	Never	Never	Better Transport	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Unable to visit	Better transport	neutral supportive					
6358186592	Female	65+	Salisbury Vale	No	Most days	Monthly	Never	More shops Don't have transport and depend on other people to take you												More shoe and clothes shops	neutral supportive					
6358187251	Female	65+	Salisbury	No	Weekly	Quarterly	Never													Having more shops e.g. Harris Scarfe	neutral supportive					
6358188520	Female	65+	Salisbury	No	Weekly	Never	Monthly	Letter boxes would be helpful. Keep the cost of coffee down (black Young Coffee \$2 - 50c if you make your own) Facilities for walkers is a must	OK for small meetings	Need more room	Good				Good	Good	Good	Need people not computers	Markets inside and out depending on weather	More space for library	Don't go	Nothing	Do we really need this?			
6358364143	Female	46-55	Parafield Gardens	No	Quarterly	Never	Never															I wish to express my strong opposition to a new Civic Centre as I feel all it will mean is our council rates will increase to pay for it and we already pay exorbitant fees (and get very little for the fees we pay). Would rather see money spent on lovely parks/playgrounds which are sadly lacking in the council area. Also a footpath on my side of the street, more events and a better hard waste collection service...very disgruntled rate payer so much so that if I have the means to move to another council area I will.				
6358374007	Male	16-25	Parafield Gardens	Yes	Most days	Weekly	Quarterly	More meeting spots. More updated facilities.														neutral supportive				
635935135	Male	36-45	Salisbury North	No	Weekly	Yearly	Never	Land property questions	What photos none are shown?												Community feel	Musical performers	Less cost for library, more suburban verge upkeep			
6359612437	Female	26-35	Mawson Lakes	No	Weekly	Never	Quarterly	Just somewhere where something is always happening, for school holidays you can spend on line for my post graduate degree	This sort of room would be great for collaborative study now that I am studying on line for my post graduate degree	Cafe is a great idea will encourage people to spend more time and just meet friends "meet you at the hub". Love it	This looks like a warehouse with some nice furniture, too cold, too open, too empty	This is better, although more glass and views outside would be better								Community Markets and open walls brilliant	Technology is the way of the future but don't lose that face to face contact, it is what makes a community	Outdoor cinema nights!	This looks like a nice space, lots of people!	Not much, the trees are nice and people seem to like the playground but there is nothing that would make me want to spend time there. It feels too exposed.	Having a building overlooking the square and lots more people!	Love it, nice to see our Council thinking towards the future and not just putting duct tape over old buildings, that cost a fortune to run, and are not used by the community. Invest in somewhere a community can use and love! Good job guys
6359690738	Female	36-45	Hewett	Yes	Most days	Most days	Yearly	Better library conditions, cafes, quiet study areas, markets, food trucks	Private space for meetings	Modern, inviting	Open plan, secure	Comfortable, versatile	Fantastic!	Merging indoor and outdoor	Modern	Great	Vibrant	Nothing	Better shopping, security		neutral supportive					
6359746867	Male	26-35	Salisbury North	Yes	Most days	Most days	Monthly	Those are the programs that would make me to visit the Proposed SCCCH and it's inclusive since City of Salisbury is fastest growing city in the North:- 1--- Mother and child English-language programs bilingual story time, where stories are shared in each language 2--- playgroups 3--- Parenting and family support programs 3--- Breakfast clubs that provide families with a nutritious breakfast and welcome them to meet in a relaxed	Good for meeting few people not large	It's a good place to catch up for coffee	It's not safe for the kids plus people with disabilities	It looks good and people have space to study or do their work	Great view	It's not good view and it's not looking view					It's a great opportunity for families to come and relax and watch tv	No space for people with disabilities	Nothing at all Cemetery Culturally other community doesn't believe in playing near Cemetery	Nothing at all.	Make a City of Salisbury a Vibrant Community Hub			

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6359848433	Male	16-25	Mawson Lakes	No	Yearly	Never	Never		Bland	Open	Nice	Like this	Looks good	Nice	Nice	Nice	Nice	Open	More restaurants	No	
6359870548	Female	36-45	Mawson lakes school	Yes	Weekly	Yearly	Never	Nothing at this stage	I'm not concerned about the visual aspects of the buildings									Civic square is not something I use or plan to use in the future.	Nothing at this stage. Unfortunately the people in the area usually throw too much abuse at me and my children to make me want to spend any length of time there.	This is a completely waste of money. This is not going to engage the community any more than they are now engaged. This is the city of Salisbury not burbside. We are working class people and we would like to see the money spent in way in which we as residents can utilise. Like fixing the foot bridge at mawson lakes school.	
6360052651	Female	26-35	Ingle Farm	No	Weekly	Yearly	Weekly	Educational programs, entertainment and groups to meet new people.	I like it	like it	I like it	I like it	like it	I like it	I love it this is what I would love the most	I like it		The water fountain and the easy access to Parabanks	I've entertainment and an outdoor cinema in the summer	Think about everyone in the community not just the younger ones	
6360063832	Male	36-45	Salisbury heights	No	Weekly	Weekly	Monthly	More high end arts and culture events Markets like plant 4 Bowden	Boring traditional local govt looking	Natural light good but still looks traditional boring	Train station looking with some nice furniture	Boring wood grain office old school	Nice open air	Boring	Smart city but already old school	Nice open air space - reality big screen costs way too much to purchase and run ongoing	Nice natural light and airy	It needs a while revamp so old and retro. The cemetery has a historic feel to it	Quality food outlets and entertainment	Spend ratepayers money wisely	
6360117852	Female	36-45	Mawson Lakes	No	Yearly	Yearly	Never	None as I am arthritic can't manage to walk far Home help would be better for people under 60 program for me for home help	Don't see any designs											I would rather see money spent on collecting syringes from parks to make them safe for families out local roads pot holes filled in a few pick up service in a \$10.00 extra collection from namma	
6360559288	Female	56-65	Brahma Lodge	Not answered	Weekly	Monthly	Never	Smoothen entry by car via Park Terrace/Salisbury interchange - the train tracks, constant congestion and red light/speed camera is a massive trap. I need to enter via Parabanks lights on Salisbury Highway to avoid that whole mess.	No photos shown												This survey should be sent via mail to every house in the area for those that are elderly or have no access to/need for daily internet usage
6360567682	Female	26-35	Local	Not answered	Weekly	Yearly	Yearly	Not sure. I visit Ingle Farm library very often and get my connection there	No Photos shown.									Next question...	Better "flow"		
6360634915	Male	65+	Ingle Farm	No	Yearly	Yearly	Never											N/A	Not sure	No	
6360749508	Male	36-45	Parafield Gardens	No	Quarterly	Never	Monthly	Standard administrative services for rate payed are all that our family really use.													Our family and local community believe that the massive outlay of millions of dollars in funds is a complete waste of money when nearly a quarter of that money could upgrade the existing civic centre. The remainder of the budget would be better spent on repairing roads, paths, kerb in and streets scaping the older rundown areas in the council area (Eg there is more than Mawson Lakes and Springbank Waters).

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636145323	Male	46-55	Salisbury	No	Most days	Weekly	Most days	I am happy with the current arrangement												Green areas and seating	Less groups of aggressive people	The current award winning Council building is a wonderful building and I do not want to see it go. It would be a great loss to the community. Len Beadell Library is a practical building too. In an endeavour to generate revenue the sale of these buildings is a poor plan. One stop shops as the major plan proposes would be better replaced with recognition of a breadth of areas. Vibrant communities around the world have an organic sense to them relating to a practical use of space and interacting with nature. I hope this can be maintained in our city but I have strong concerns that this is a done deal and it will not be changes for the better. Thank you.	
6361230934	Female	0-15	Mawson Lakes	No	Weekly	Never	Never	More music	Tech	Modern	Big and open	Open	Outside eating area	Door	Colours	Open	Stairs	The free wifi	Food			neutral supportive	
6361232281	Female	16-25	Parafield Gardens	No	Quarterly	Never	Never		Like that they help each other	A place where we can eat		Looks good to stay and study	Allow to access internet		They can help and watch information	Open space and allow you to feel free	Too much people	The big screens	in the restaurant			Awesome and cool	
6361233410	Male	0-15	Parafield Gardens	No	Monthly	Never	Never		✓	✓	Like the modern style									Have never visited	Music festivals	neutral supportive	
6361236514	Female	16-25	Parafield Gardens	No	Most days	Never	Never	Feel like giving the age group of 13+ the chance of wifi to do work	For people who do meetings this is useful	Cafe for if you want to catch up with family or friends to grab food	Open spaced for people to move around	Open area for catching up with friends. Nice colours	I like that it has a place to hangout	Giant view for outside view	Bright colours and hands in action	Open fresh air and a big screen for those with short eyesight	Gallery for those who like art	I am unsure of what civic square as I do not visit often		New facilities, more for the age limit of 14+ more for older teenagers		Not really. Hope to use it once projected and upgraded :)	
6361238207	Female	0-15	Salisbury Downs	No	Monthly	Never	Weekly	Library and learning hub	Multi-purpose and easy for small meetings	Good for students and for meeting friends	Lots of room to meet up with friends	Looks like a good place to study	Somewhere peaceful outside	Amazing place for events	Great use of colour and tech	Great for socializing	looks like a fun day out with the family	I don't go there.	Study options, places to hang with friends			neutral supportive	
6361239908	Female	16-25	Paralowie	No	Never	Never	Never	Library with internet access for study	Looks small	I like the space	The open space makes it better for others	Looks interesting	Good place to relax	Plenty of room for people to enter	Good use of technology will entice people	Good place for people to chill	Nice space to meet or hang out	I don't come to civic square	More options to do something			Nope	
6361244911	Male	0-15	Parafield Gardens	No	Weekly	Never	Never	Educational game area	I like how that these people are relying on statistics for the meeting	I approve of how people can simply walk to the cafe when ever they are hungry	The space of this area allows for a large crowd	The space of this area allows for a large crowd	How the balcony allows for an overhead view of the outside yard	A big open doorway easy for large crowds to enter and leave		A big open field for crowds to relax and enjoy whats on the screen							neutral supportive
6361246304	Female	0-15	Paralowie	No	Weekly	Yearly	Never	Sport centre and larger libraries	Good for small groups	Need larger food court	Nice and open area	Good for group and self studies		Easy access	Good idea for reminders	Great for entertainment	Make area larger	interesting with nice people	Entertainments such as sports and food areas			Should build more entertainment facilities	
6361252636	Male	0-15	Parafield Gardens	No	Never	Never	Yearly	Sports/leisure, more ovals, libraries, educational centres, more national diversity	Technology. The table, chairs, modern features like the TV.	The food, cafes, people, the glass window, architectural design, tiling	The study space, chairs, staircase, modern features	The big space, relaxation facilities, modern	The outdoor facilities and eating places	The doors, the community, the modern features	I like the technology and facilities	The big TV, the green grass, the big space	The educational facilities	The educational facilities, the technology, such as computers, TV, libraries, the outdoor leisure and activities, space, or facilities. The food court or friends, relaxation places		The outdoor facilities, libraries, the computers. Cultural diversity, open space for relaxation, chatting, fresh air, educational facilities like libraries, computers, and other ICT.		No, but there should be more ovals, sports, centres or facilities, playgrounds, or more leisure centres. More educational tutor centres or libraries. More religious facilities, gathering places.	
6361254510	Male	16-25	Parafield Gardens	No	Never	Never	Never	Gaming area of computers or consoles	Looking at each other no concentration on one person	Organised, neat and clean	Stairs should be free and more seats should be provided	More tables and chairs should be provided	Not only people who pays sit on tables but everyone does	No welcoming things	Tech tutorials for new people	More shade	Tables should be moved on sides	Never visited	Gaming or PC or consoles			Thanks for listening to our voices	
6361256587	Male	16-25	Parafield Gardens	No	Weekly	Yearly	Never	Games, more learning hub	I like the people discussing and giving ideas	I like that people are sitting and chatting with each other	I like that people are studying	I like that people are studying and chatting with each other	like the trees	I like that this lady can find information easily	like that people are sitting and enjoying			I don't know	Games and big ground for sports			neutral supportive	
6361258507	Female	0-15	Parafield Gardens	No	Weekly	Never	Yearly	Outside laptop areas	projector to help students understand concepts	Confined space, lots of people	lots of room and options where to study	Lots of space and seating	Ample room - needs more seating	large doorway for large groups of people entering at once	Modern technology	large screen allows everyone to see	Spacious, needs more books - library but not many books	I like the large amount of space the most	More seating, family events and free food			neutral supportive	
6361260581	Female	16-25	Parafield Gardens	No	Yearly	Never	Never		Like the amount of room given	There isn't a lot of space	Nice design, room to study	Nice design, ample space	Enough space to eat, talk, study	Good space, modern doorway	Modern technology	Large space enough room for everyone	Enough space	The playground, the amount of space	Free food			neutral supportive	
6361263552	Female	0-15	Parafield Gardens	No	Monthly	Never	Never	Learning space, cafes, more shops that teens like to go to	More space, TV is good, small space, can be used for small amounts of people to have meetings or study	There is a lot of space, it is a good area to communicate	Nice design, good area to learn or study	Good amount of space, the tables a big bigger	Nice space - you can eat, talk and also study	It is a bit small if there is a large amount of people	It is good that there is more modern technology so it involves more people	Good there is a big screen so people can enjoy their time and also on friday nights	Food space for communicating with people and also for catching up with friends. Nice design/layout.	There is a good amount of space and also ample rooms. The playground.	To have more space to spend time with friends and family. To have outdoor cafes.			No	
6361266996	Male	0-15	Parafield Gardens	No	Weekly	Weekly	Quarterly	Better train and bus station. Outdoor movies, more sports activities.	Good working and learning area.	like the big space cafe	Big space	I like the big space and freedom	Good outdoor cafe	Good family activities	I like that there is big screen computers	Outdoor movies	I like that there is more space	I don't mind about anything	Modern technology	Reading/homework space			neutral supportive
6361268527	Male	16-25	Salisbury	No	Weekly	Never	Never	Duke of Ed	Old people	Crowded	I like quietness	Modern building	Peaceful environment	Cool door	Technology is good	Big TV	library for all ages					Nope	
6361272385	Female	0-15	Parafield Gardens	No	Most days	Never	Never	More clothing shops, restaurants, cafeterias, entertainment squares	The learning space	The theme	The amount of space	The design	The colour	The idea	The technology	The environment	The space			I like the amount of space being provided, the idea of improving it. As well as the designs.	An environment where friends can come to more shops and food bars. More learning and relaxation areas. More entertainments.		Not much
6361273844	Female	16-25	Salisbury Downs	No	Weekly	Never	Yearly	Better wifi Outdoor movies Better transport	Good space	Decorations and design is good	Looks like good area to study	like the big area and people are doing different things	Looks crowded	Good technology	People interacting	Good interactions between people	The space and playground		More events, music concerts Better seats. More cafes				neutral supportive
6361275863	Female	16-25	Parafield Gardens	No	Weekly	Never	Never	Music, better wifi, library, movies, transport	I like the design of the room, as well as their teamwork to help each other	like how spacious and makes the place a good area to chill	like how decorative the hang out area is. it makes the place a good area to chill.	I like the screen and space to be quiet and do homework	The outdoor area is a good space to hangout, while eating/studying	I like how modern the door looks	I like how high tech it is, as it makes it more modern	like how big the screen is, enough for people to watch	I like how big the library looks as well as how modern it looks	The playground	If there was a movie screening				neutral supportive

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6361431317	Male	16-25	Parafield Gardens	No	Most days	Never	Never	Salisbury football club	They are all listening to him and letting him speak	The people are enjoying whatever they are talking about	Some people are being independent	They are being a community and talking not on technology	They are enjoying outside	They are interacting	She is learning new things	They are sitting watching something together			Sports, food, drink	More food	neutral supportive
6361434701	Male	0-15	Parafield Gardens	No	Weekly	Never	Never	WIFI, more events	People are improving there communities	Needs to be bigger	I like the design of the building	Open, looks good	Good view, open	Open, looks into the future	look into the future	Open, good for events, nice outdoor setting	Open, food	Food	Food, movies	More food, bigger space, good wifi	
6361436167	Female	16-25	Paralowie	No	Never	Never	Never	Food	Plain	Restaurant, open	Open, social	Open, social	Food, nature	Open	interactive, technology	Family, social, open	Social, open	Sports, food	Sports	Nope	
6361436953	Not answered	16-25	Salisbury	No	Yearly	Never	Never	DK											Shops	The environment, shopping	No
6361438409	Female	0-15	Salisbury Downs	Yes	Most days	Yearly	Never		Nice meeting space	Nice place to eat	Well planned	Good study area	Lonely outdoor area	Cool open space	Nice colours!	This is a good idea!	Looks welcoming	Shops	More shops/food	neutral supportive	
6361441638	Female	0-15	Pooraka	No	Monthly	Never	Never	I don't know	Too cramped	Gross floor	Plain	Too many of the same colours	Too open	Weird layout	Just gross colours	Nice	Nice	How open it is	The activities	Nah	
6361443527	Female	0-15	Paralowie	No	Weekly	Never	Never		Too small	Too small	Boring	It's good to learn in	It's going to get dirty	The doors? They're fine, I guess.	Kind of gross looking. New colour.	Unrealistic	Too loud	The community	Nothing	Nah	
6361446314	Female	0-15	Paralowie	No	Never	Never	Never		Bland	Checked floor /	Starts too big, would hurt legs		Too open	Dull	Too green	Screen too small		The people	Free food	neutral supportive	
6361447617	Female	16-25	Parafield Gardens	No	Weekly	Never	Yearly		New tech	Open space	Open area	Open	Outside space	Inside/outside	Tech	Outside community	Open learning	Shops, food, open area	Activities, events	NA	
6361449173	Male	16-25	Parafield Gardens	No	Never	Never	Never														
6361452306	Female	0-15	Andrews Farm	No	Most days	Weekly	Monthly	More good clothing shops	Like glass doors, chairs	like all	like all	I like everything	Don't like the chairs and tables	I like it	Like it all, don't like the colours	Bigger screen than that	Like all	Outdoor cinema, touch screen, wifi	More shops, nice and aesthetic walls and designs	Some security guards or more security cameras will be helpful for keeping people safe	
6361453376	Male	16-25	Mawson Lakes	No	Never	Never	Never	A performance centre				Very open						I have never been	A performance centre	No	
6361454539	Female	0-15	Virginia	No	Monthly	Never	Never		Good	Good	Good	Good	Good	Good	Good	Good	Good	Movies, festa pasta		neutral supportive	
6361455888	Male	0-15	Salisbury	No	Weekly	Monthly	Never	Game hub, study hall	Doesn't look appealing to younger audiences	looks good	No down sides	Good	No negatives	No negatives	Good	Good	Good	never seen	Free stuff	No further feedback	
6361456709	Male	0-15	Paralowie	No	Monthly	Never	Yearly		Good	Good	Great	Awesome	Amazing	Fantastic	Stunning	Aesthetic	Beautiful	Hoys cinemas, fast food		neutral supportive	
6361457493	Male	0-15	Parafield Gardens	Yes	Most days	Never	Never	Mini soccer field	Good	Good	Good	Good	Good	Good	Good	Good	Good	Woulnd't know tbh	Sports	No	
6361458884	Female	0-15	Salisbury Downs	No	Quarterly	Quarterly	Monthly	Food (free) !	Like everything !	like everything !	like everything !	Like everything	like everything	like everything	like everything	like everything	like everything	like everything	Everything !	Free food, little festivals	neutral supportive
6361460130	Male	0-15	Paralowie	No	Weekly	Monthly	Never												Shops	Not sure	neutral supportive
6361462367	Female	16-25	Parafield Gardens	No	Weekly	Never	Never	More events More shops/things to do	Like the design of the room	Too crowded, space it out	Like the inside get outside concept	Like the two stories and aesthetic	like the lifted cafe/seating to see a good view	Like the design	Like the modern tech	like the outdoor setting adn covers from rain	Like the design and aesthetic	The layout/design	More shops Fast food (e.g. chatime) Clubs Entertainment (e.g. movies)	N/A	
6361477608	Male	0-15	Parafield Gardens	No	Weekly	Monthly	Never	DK	Good MB	Good MB	Good MB	Good MB	Good MB	Good MB	Good MB	Good MB	Good MB	Good MB	Things	Maybe	DK
6361478264	Female	16-25	Parafield Gardens	No	Never	Weekly	Never														neutral supportive
6361478688	Female	0-15	Salisbury Downs	No	Weekly	Never	Never														neutral supportive
6361479070	Female	0-15	Salisbury Downs	No	Weekly	Never	Never														neutral supportive
6361479768	Male	0-15	Paralowie	No	Monthly	Never	Quarterly	Not sure											It's nice, haven't really experienced it much	Not sure	neutral supportive
6361481089	Male	0-15	Parafield Gardens	No	Weekly	Never	Quarterly	Skate park	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Nothing	Most things	Skate park	No
6361481543	Female	16-25	West Croydon	No	Weekly	Weekly	Never														neutral supportive
6361482587	Male	16-25	Salisbury Downs	No	Weekly	Never	Never														neutral supportive
6361487643	Female	0-15	Salisbury	No	Monthly	Never	Never	DK	Tech	Open, colour	Open, big	Open, green	Colourful, trees	Open	Updated tech, colourful	Large area, big screen TV, good for all weather (covered)	White, open	Never been	Entertainment, activities, functions, food	No	
6361489286	Female	0-15	Salisbury east	No	Weekly	Never	Never	Unsure	TV screen too large	Not spaced out nicely	I like the sitting option with the stairs	I like the wood concept	I like the balcony	I like the wide doors	I dont like yellow	I like the bean bag option		Unsure	Chatime (shop)	No	
6361490385	Female	0-15	Parafield Gardens	No	Monthly	Never	Never	Bookstores, food, live music		like food	like open space	like area to sit	like trees	lik outside	Like interactive	Like grass/open	Like space	?	Bookstores Live music	neutral supportive	
6361491526	Female	0-15	Parafield Gardens	No	Weekly	Never	Never	Food, live music, bookstores	Nothing	like the food	like lots of space	Love green chairs	Love outside	like openness	Like tech	Love movies	like books	?	Chatime (shop)	neutral supportive	
6361492099	Female	16-25	Salisbury Downs	Not answered	Never	Never	Never												The chair (green chairs)	dk	neutral supportive
6361495153	Male	0-15	Salisbury	No	Most days	Yearly	Never	PS4, Football stadium	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Nothing, just a lot of multicultural people		neutral supportive
6361496443	Female	0-15	Parafield Gardens	No	Never	Never	Never		Too small	Too crowded	Dull	Nice learning space	like the nice large out door area	Looks fancy	Too bright	Good idea	Great idea, I like the space. Might be too loud		A lot of different background people I don't know I don't go there	don't live around here	No
6361497949	Male	16-25	5108	No	Most days	Yearly	Never	PS5, gaming, soccer stadium	Good	Good	Good	Good	Good	Good	Not Good	Good	Good			I'm not sure	
6361499030	Female	0-15	Parafield Gardens	No	Never	Never	Never	I don't really know I don't know, maybe an area to have meet ups at													No
6361499947	Female	0-15	Mawson Lakes	No	Monthly	Never	Never									This is nice for gatherings		Nothing	Nothing	Nope	
6361501102	Female	16-25	Parafield Gardens	No	Weekly	Yearly	Never	Theatre	I like it	like it	like it	I like it	Looks welcoming	I like it	I like it	Looks welcoming	More welcoming	I don't know don't go there	I'm unsure	Nothing	
6361502112	Female	0-15	Parafield	No	Most days	Most days	Never	Don't know	Like	like	Do like	Like	Don't like	like	Don't like	like	like	That its opened for anyone	Nothing	No!	
6361507375	Female	16-25	Parafield	No	Most days	Most days	Never	Don't know	like	like	like	like	like	like	like	like	like	Don't know	Not sure	No	
6361508203	Male	16-25	Parafield Gardens	No	Never	Never	Never	I don't know	Like	like	like	like	like	like	Don't like	like	like	I don't know	don't know	I don't know	
6361508643	Female	0-15	Salisbury	No	Monthly	Monthly	Never	DK													neutral supportive
6361508990	Male	65+	Paralowie - Hard Copy Survey	No	Weekly	Quarterly	Yearly														neutral supportive
6361509248	Male	0-15	Salisbury Downs	Not answered	Never	Yearly	Monthly	Books		✓	✓	✓					✓				neutral supportive

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6361510771	Male	56-65	Hard Copy Survey	No	Weekly	Quarterly	Quarterly		Like open space	Multi-Purpose	Multi-purpose			Good idea	Good Airflow			important	Good idea	Yes, with the new design (community hub)	neutral supportive
6361510267	Not answered	0-15	Parafield Gardens	Not answered	Monthly	Never	Never	I don't know	Like	Like	Like	Like	Like	Like	Like	Like	Like	Like	No	Kebab shops	No
6361510879	Male	16-25	Salisbury Downs	No	Most days	Never	Never	Xbox One	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			neutral supportive
6361512677	Female	26-35	Salisbury North	No	Most days	Most days	Most days	*Armadae WA, parks and resources including the sensory elements											undeveloped and outdated	playground friendly environment	Parents room allocation, support Council project would like to get on board
6361511578	Male	0-15	Parafield Gardens	Yes	Weekly	Never	Never	PS4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			neutral supportive
6361512510	Male	16-25	Parafield Gardens	No	Never	Never	Never	School, D.O.E	Don't mind it										The name	The environment of the area	Nope
6361516251	Female	56-65	Salisbury North	No	Most days	Monthly	Weekly	Cafés and Restaurants, library at least as big as the current one, theatre, live music and performance space	Nice idea for people to have meetings	Nice looking cafe space	Too big and open		Like the interesting seating	Like this cafe space also	Good idea for a theatre or art space	Not sure what this would be used for	Love the idea would need to be well lit	This is OK other cafe spaces look friendlier	Awings. It seems very underutilised	Better lighting, seating, coverage, more events. Perhaps a resident food/coffee van	Salisbury City Centre is a real cultural melting pot. We need to embrace these diverse and interesting cultures and promote support their businesses
6361514091	Female	16-25	Salisbury	No	Monthly	Never	Never		New tech	Open space	Open	Green, open	Outside space	Open	Colourful	Big, covered	Open learning	Wifi	Entertainment, free food	No	
6361515254	Male	0-15	Salisbury	No	Weekly	Never	Never	Sports	Tech	Open, colourful, windows	Open, wooden	Open, wooden, bright	Trees, open, colourful	Open, windows, trees	Tech	Open, outside	Open	Shops	Sports	neutral supportive	
6361516594	Female	0-15	Parafield Gardens	Yes	Weekly	Never	Never	Sports, library	Tech	Open, colourful, windows	Open, wooden	Open, bright, green, wooden	Open, colourful, trees	Open, trees	Tech	Open, environment	Open, white	Malls, shopping centres	People	No	
6361516947	Male	65+	Brahma Lodge - Hard Copy Survey	No			Weekly													Looks Good	
6361517390	Female	0-15	Parafield Gardens	Yes	Weekly	Monthly	Never		Tech	Windows	Space	Colour	Fresh air	Big door	Tech	Comfortable		Wifi	Free food	No	
6361517643	Female	26-35	Parafield Gardens - Hard Copy Survey	No	Quarterly	Never	Yearly														neutral supportive
6361518299	Male	16-25	Burton	No	Most days	Yearly	Monthly		Tech	Modern	Big, open	Open	Play group	Door	Colour	Open	Stairs	Free wifi	Food	No	
6361519026	Male	56-65	Salisbury North - Hard Copy Survey	No	Weekly	Most days	Monthly	The current one.										The community hub site is better	The Civic Centre	Nothing	
6361519653	Female	0-15	Parafield Gardens	Yes	Weekly	Never	Never		Tech	Many windows, roomy	Lots of space	Colours	Nice open areas	Open for inside and out	Tech	Comfortable environment	Lots of people	Wifi	Free food	No	
6361522386	Female	26-35	Salisbury - Hard Copy Survey	No	Weekly	Never	Quarterly		This is good, the glass needs to have blinds or something to avoid sticky beaks	Yes, I highly recommend coffee amigs, only if they want to of course			I like this design finish with what is says about Salisbury	yes with an edge to avoid things being dropped off.	Yes, as long as inside and outside don't feel separate	Yes	Yes, although if it can be covered. If its continuously playing its not good	I like the brightness and the books lining the walls so there is space. I'm concerned about the lack of individual space to read.	The openness, the ceterory and the play equipment	That I can have confidence that my space will be respected	neutral supportive
6361523948	Female	56-65	Elizabeth Vale - Volunteer for Salisbury - Hard Copy Survey	No	Most days	Weekly	Monthly	Bigger library		Tick	Tick			Tick			Tick	Tick	Open Air	Library	Salisbury has good transport and is in a good area.
6361525869	Female	65+	Elizabeth Vale	No	Weekly	Never	Quarterly		Good idea	Great	Not sure	Looks good	Great	Looks good	Not sure?	Great	Fabulous		The set up in the little park. Fountain, flowers, seats, lawn it is quite peaceful.		neutral supportive
6361525303	Male	65+	Salisbury - Hard Copy Survey	No	Most days	Never	Never		Yes	Yes	Yes / Tick	Yes / Tick	Yes	Yes	Yes	Yes / Tick	Yes	Yes / Tick			neutral supportive
6361528110	Female	56-65	Salisbury Park - Hard Copy Survey	Yes	Most days	Quarterly	Quarterly	Absolutely nothing, current library and community houses are more than adequate and nothing else is needed											Open space in the middle of a busy area = calming	More shade and more events	Absolutely no need to spend ratepayers money to this extent in current economic times. If excess office space, rent it out. \$11 million to fix is a lot cheaper, not happy about losing parking spaces. Many local halls in Council Area schools, RSL, community and sporting clubs no need for me
6361526650	Female	56-65	Brahma Lodge	No	Weekly	Quarterly	Yearly		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		Coffee - Meeting place	neutral supportive
6361527376	Female	65+	Salisbury East	No	Weekly	Never		?													neutral supportive
6361529345	Male	46-55	Parafield Gardens	No	Weekly	Quarterly	Yearly	Not far to go for learning, entertainment, library	Looks like a learning place	is that coffee and snacks	Lots of space	I don't know but I like it	That appeals to me	Open	Computers	Outside entertainment	Meeting people	A place to rest and watch the kids	Band, drama, concerts	Get on with it should have been done long time ago	
6361529905	Female	16-25	Elizabeth Downs - Hard Copy Survey	No	Weekly	Weekly	Monthly	Closed fences around civic square, more toddler friendly play stuff and more shade to play on, more shade	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Nothing	More playstuff More for toddlers A fence around it	neutral supportive	
6361531172	Not answered	65+	Parafield Gardens	No	Monthly	Never	Never	Cuppa and a chat	learning	Meeting mates	Open space		Nice view, I hope the kids don't fall	Open and friendly	Placefinder	Movies outside	Walking through	A community hub or club		like it. it's time someone did something in Salisbury	
6361530894	Male	65+	Hard Copy Survey	No	Most days		Quarterly													Good idea	
6361531771	Male	65+	Burton - Hard Copy Survey	No	Most days	Most days	Weekly												Everything	Everything	No, Great idea
6361534730	Female	36-45	Salisbury East	No	Weekly	Never	Quarterly	Children programs/events/learning immunization/family centre Events/programs/information talks for parents/adults	Like this, need different size rooms also	Like this, nice and bright good open space	The beams would make a good place to hang advertising etc.	I like this look better than the industrial	Like this idea	Fresh air, big open doors like this	Like the outside large screen for movie nights/sporting events	Open plan library like this	Like the trees	Better park for children to play on. More in the park to keep them interested. Nice cafe/play cafe!!	Parabanks needs more carparking		

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6361533537	Female		Salisbury North - Hard Copy Survey	No	Most days	Yearly	Yearly	More stuff for our youth to do											It is a place to sit but the playground isn't inviting	More stuff for our children plus any activities that we can bring our children	It would be good as long as it is kept to a low income for people to access	
6361534618	Female	65+	Salisbury East - Hard Copy Survey	No	Weekly	Yearly	Yearly												Nice open aspect for everyone to enjoy		Will wait and see how it goes	
6361536678	Female	46-55	Salisbury Downs - Hard Copy Survey	No	Weekly	Never	Monthly		Lecture room off meeting room	don't know	I love the space	A nice quiet place	like the view	open doors	new technology	Pictures and Movies	A cafe		Don't go there, maybe to catch a bus	Fun and Music	This is just what Salisbury needs it is currently boring.	
6361536412	Female	56-65	Salisbury North	No	Monthly	Quarterly	Never	something that would encourage all age groups, eating and toilet areas											Open space for people to meet and the playground	Cafe for everyone and toilets. More disability parking. Somewhere for younger children to play safely with parents nearby	More disability features. e.g. extra toilets	
6361538275	Female	65+	Salisbury	No	Weekly	Weekly	Weekly	Public library, live music			This looks like an aeroplane hanger	So does this		Too much glass and metal, looks sterile					nothing really, it seems a pity that so little happens there	Live music, market stalls, food stalls	I have grave fears the library, in its present form, is going to disappear. All libraries should have books !!	
6361537874	Male	65+	Mawson Lakes - Hard Copy Survey	No	Weekly	Monthly	Yearly	Art show, entertainment, sports				Like	Great		I need this	Sensational			Not Much		Please make it happen, I want to see this before I die	
6361538920	Male	65+	Salisbury North - Hard Copy Survey	No	Most days	Yearly	Monthly														River Corridor should be redeveloped with BBQ, seats, family entertainment where the old tennis courts were. Currently underutilised and poorly maintained	
6361540514	Male	65+	Salisbury Plain	No	Most days	Quarterly	Weekly	No more than exist now		✓		✓							All of it	More seating with shade (no trees and flowers)	Less open space car parks. Some multi-story car parks, commercial on ground floor. Multi story living, e.g. like Mawson Lakes	
6361540246	Female	65+	Salisbury - Hard Copy Survey	No	Most days	Quarterly	Weekly	Movies on the lawn		Nice for coffee	Space				Online to Learn	Movie	Yes, Lovely		Too deserted	If you felt safe	I would like to see it, don't take carparks	
6361541052	Female	65+	Salisbury - Hard Copy Survey	No	Weekly	Never	Never	Learning experience			Good as a theatre									Would be good to have shows in	I think it would be a great idea	
6361541058	Male	65+	Parafield Gardens	No	Most days	Never	Quarterly			Like		like	like								neutral supportive	
6361541515	Female	65+	Parafield Gardens	No	Most days		Monthly			like			like							place to sit and relax		neutral supportive
6361541619	Female	56-65	Salisbury Heights - Hard Copy Survey	No	Most days	Monthly	Monthly													Free community events		neutral supportive
6361542142	Male	36-45	Salisbury	No	Weekly	Monthly	Weekly	Kids playing programs More things to encourage people to mix i.e. fund days, music, festivals and bands		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Kids playing area	Kids playing area	neutral supportive
6361544456	Female	56-65	Salisbury - Hard Copy Survey	No	Most days	Never	Monthly		like open plan, modern decor flooring looks attractive	easy access, looks welcoming, bright excellent use of space	Like wood panelling colours of easting very restful	like some greenery looks appealing	Good style of doors, floor looks attractive	looks bright	really love all the colours, looks very appealing	Looks like somewhere I would like to browse, colours look appealing	Grass, seating, water feature and shade sails	Bands, Folk Groups and Family BBQ's			Looking forward to it all happening	
6361542901	Male	26-35	Parafield Gardens	No	Weekly	Quarterly	Most days	Nil	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light	Open spaces and plenty of light						neutral supportive
6361543640	Female	65+	Salisbury East	No	Monthly	Quarterly	Quarterly		like	Like cafe, place to meet			Places to meet							Places to meet	Keep the books	Good idea, look forward to it.
6361544483	Female	65+		No	Most days	Quarterly	Yearly		X	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Could be improved - look after the children	Bulldoze old council building and build a new one. Don't leave old buildings - renew/replace
6361544786	Female	65+	Salisbury East	Yes	Most days	Most days	Monthly															neutral supportive
6361545453	Male	65+	Salisbury - Hard Copy Survey	No	Most days	Never	Yearly				Good space used for various activities		Good cafe							Open pleasant to walk through	Shows and Entertainment	neutral supportive
6361545458	Female	65+	Salisbury North	No															Nothing	Nothing	Plenty of unemployment Dirty streets Verges spend money properly	
6361546068	Male	65+	Salisbury Park	No	Most days	Quarterly	Weekly												Nothing	Nothing - too many ethnic		neutral supportive
6361546876	Female	65+	Parafield Gardens - Hard Copy Survey	No	Monthly	Yearly	Yearly	We don't need programs in Salisbury Hub as we live in a Lifestyle Village which provides most of the activities we seek											Openness	Shade, memories of the Methodist Church	improve John Street	
6361546850	Female	56-65	Salisbury East	No	Most days	Quarterly	Monthly				✓	X							Openness Children's play space Grassed area Square is good	Movie nights Events in square	Good	
6361547897	Female	65+	Brahma Lodge Salisbury - Hard Copy Survey	No	Most days	Yearly	Quarterly	Programs for the elderly												Playground	More seating Get rid of the people who hang around there all day every day	If this happens it will be most welcome
6361547581	Male	16-25	Salisbury - Hard Copy Survey	Not answered	Most days	Weekly	Most days			Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	Tick	neutral supportive
6361549537	Male	65+	Salisbury - Hard Copy Survey	No	Most days	Never	Monthly	Library and shopping	Bright	Place to meet and enjoy company	easy access	Good open area	Good cafe with views of area	Open glass doors	Clear and Bright	Place to relax	Bright open area			Open area, lovely new buildings	Meet people and enjoy atmosphere	Hope area well maintained and that friendly people will be in charge
6361548560	Female	56-65	Salisbury East	No	Weekly	Quarterly	Never		✓	✓	Too cold	Good, warm, inviting	✓	✓	✓	✓	✓	✓				Ideas good
6361549208	Male	65+	Parafield Gardens	No	Most days	Yearly	Never	Meeting place, library														Great for Salisbury
6363271673	Female	16-25	Elizabeth Vale	No	Weekly	Never	Never				I like the seating option									This is cool		neutral supportive

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6363274088	Female	46-55	Brahma Lodge	Yes	Most days	Weekly	Monthly	Food, workshops for young teenage boys	Too office like									Love it - feels relaxed and inviting	The grass and play area	Entertainment - food, BBQ area	Just make it enjoyable and entertaining building fresh		
6363276841	Female	36-45	Salisbury	No	Most days	Never	Monthly	Food trucks										Community food and entertainment ✓	Community ✓	Food ✓	Convenient, open	Food, things to do	neutral supportive
6363279140	Female	16-25	Parafield Gardens	No	Never	Never	Never	Free food?	Small	Crowded	Weird	Noise	Summer	What is this	IDK	Yass			Is this food??? I'm hungry.	IDK	IDK	IDK	
6363285123	Male	36-45	Salisbury North	No	Never	Never	Most days	Live Rock'n'roll and heavy metal bands especially as a night club but don't during the day. Greek cuisine restaurant. Thank you	Good, informative talks are always handy	Looks good like a eatary hopefully greek	Don't like I feel uneasy about steps	Without the steps I like it		Do not like because people on the balcony might throw things to people below	This is nice and welcoming	Good look like getting information comes in handy	Good especially rock and heavy metal	Good looks spacious room to move or sit	I don't visit the square so I can't really say	Live music and a family friendly area	personally like where the current Len Beadell library is I don't like top floors and please keep the internet computers where the current library is it's very convenient for me and my mother thank you		
6363286098	Not answered		Salisbury	No	Most days	Quarterly	Most days															neutral supportive	
6363294916	Female	46-55	Salisbury East	No	Most days	Quarterly	Quarterly	Business training, employment training, improve Christmas celebrations for families, more community involvement encouraged to be a part of fundraising/a part of festivals that you may have or have committed to.							Information areas so people can access	Great/open areas for families and people can enjoy outings/facilities			Playgrounds, parks for children. The shops, programs council has for schools to partake and participate in. The variety of all cultures coming together.	The council having more shops, information days, community involvement e.g. "clean up Australia", Bigger celebration at Christmas, schools, dancing clubs, sporting clubs, etc. being encouraged to improve Christmas parade, better Christmas decorations. Salisbury council finding ways to give back to the community.	Salisbury is a great place to live, work, and be a park of unique ideas make a council stand out. Encouraging volunteers to be a part of the programs and growth of this wonderful suburb.		
6363296219	Male	46-55	Salisbury	No	Most days	Yearly	Never	More entertainment											Good meeting place	More colour	More Australian shops		
6363298892	Female	0-15	Lewiston	Yes	Most days	Most days	Never	Activities for teens during for afterschool, help with schoolwork, being a teen and getting a job, better free wifi	Yes, learning				Yes, quiet	Yes open and outside	Yes interactive	Yes open and outside	Yes open and grand	The playground and fountain makes it look non-feral	inside and outside, better wifi		Have more toilet facilities		
6363303006	Female	46-55	Salisbury	Yes	Most days	Most days	Quarterly	Child care, meeting centre											Park and gardens	Entertainment centre, meeting place	It's a no brainer		
6363310119	Male	65+	Salisbury	No	Most days	Quarterly	Most days	Letter notices for events, even this I did not know about until I paid my council rates Friday 25, today 28 and found out about food and culture festival 23rd Sept 11-4. Peter who is a bit slow informed all at Mobara event/coffee when it is in even Mobara knew stuff all about it?? Is John Street now divided between Sawler to include all	X Conventions here as business	X Too many coffee shops now	looks like grand entrance to the convention centre	Law courts look a like	Yes / / /	Not fan	Casual	Family friendly			Not much. Great square but under used. Nothing to attract people, families to it as nothing happens there and if it does very few know about it.	Something??? Bands, amusement for people. Single young and old families and oldies. A beautiful square and all that happens every now and again kids playing. Get more pigeons and seagulls using it.	Don't stuff up Brown Terrace with 2-3 story buildings and turn it into Salisbury slums. No St Jays now build civic centre there as you have the land to create a beautiful centre 2-3 story nightmare for the sake of a few council \$\$\$.	Neale Reserve into an ugly. Mall for John Street, Gawler Street to bring business onto street and get people into the street.	
6363333567	Male	56-65	Salisbury East	Yes	Most days	Most days	Monthly		✓	X	X waste	X	✓	X	X Need staff	✓	X	Lawn and shows	More shows		Don't need new chambers - spend money on Parafield Gardens, Para Hills, Pooraka		
636338965	Female	0-15	Lewiston	No	Most days	Most days	Never	Toilet, Adolescent activities, Adult activities, wifi	I like the open area. I dislike not having enough chairs.	Open	Open	Open	Open	Open	Open	Open	Open	Open	Open	For almost all ages and the fountain	If it was inside and outside and better wifi	neutral supportive	
636341309	Female	56-65	Brahma Lodge	No	Weekly	Quarterly	Weekly	Feel the whole proposal is an unnecessary waste of resources what we already have is adequate	All unnecessary	All unnecessary	All unnecessary	All unnecessary	All unnecessary	All unnecessary	All unnecessary	All unnecessary	All unnecessary	Space	Shade		The whole thing is too big		
636353290	Female	56-65	Salisbury Downs	No	Weekly	Yearly	Never	More help for elderly Teens - who are struggling More programs	Not enough involvement	Could use some more happy faces	Waste of space	Noone asking if anyone needs help	Not enough people looks expensive	Waste of space no communication no smiling faces	Noone to help her, noone happy	Looks ok needs more entertainment	Too crowded, noone looks happy	Not much!	More help		Parking is horrible too difficult for elderly.		
6363471734	Female			Yes	Most days	Most days	Most days															neutral supportive	
636347503	Female	65+		No	Weekly	Never	Never															neutral supportive	
6363472962	Female	65+	Virginia	No	Quarterly	Monthly	Never															neutral supportive	
6363473255	Male	65+		No	Weekly	Never	Never															neutral supportive	
6363473858	Female	65+		No	Weekly	Never	Never															neutral supportive	
6363474260	Female	65+		No	Yearly	Never	Never															neutral supportive	
6363474666	Female	65+	Virginia	No	Weekly	Never	Never															neutral supportive	

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6363475047	Male	65+	Virginia	No	Weekly	Never	Never														neutral supportive		
6363475523	Male	65+	Paralowie	No	Most days	Yearly	Never															neutral supportive	
6363475859	Female	65+		No	Weekly	Never	Monthly															neutral supportive	
6363476913	Female	65+		No	Yearly	Never	Never															neutral supportive	
6363477438	Female	65+	Bowden	No	Never	Never	Never															neutral supportive	
6363478212		36-45	Two Wells	No	Monthly	Never	Never												I don't know	Everything	No		
6363478403	Female	65+	Salisbury	No	Weekly	Never	Never												Nothing	don't know	No		
6363479934	Male	65+	Salisbury	No															I don't know	No	No		
6363480297	Male	65+		No	Most days	Never	Never															neutral supportive	
6363480672	Male	65+		No	Most days	Never	Never															neutral supportive	
6363481644	Female	65+	Virginia	No	Weekly	Never	Never												Everything	The friendships and atmosphere	Do what you do everybody is happy		
6363481941	Male	65+		No																		neutral supportive	
6363483017	Female	36-45	Ferden Park	No	Never	Never	Never												I don't know, not living here	I don't know, not living here	I don't know, not living here		
6363483808	Female	36-45	Grange	No	Never	Never	Never												I don't live here	don't live here	I don't live here		
6363485011	Female	36-45	Hindmarsh	No	Never	Never	Never												I don't live here	don't live here	I don't live here		
6363485725	Female	36-45	Seaton	No	Never	Never	Never												I don't live here	don't live here	I don't live here		
6363486433	Male	65+	Seaton	No	Never	Never	Never												Not living here	Not living here	Not living here		
6363487816	Female	65+	Hollywood Plaza (Salisbury Downs)	No	Monthly	Monthly	Never												Shopping Facilities	Better transport	neutral supportive		
6363489408	Female	65+		No	Monthly	Never	Never															neutral supportive	
6363492341	Female	65+	Salisbury	No	Weekly	Never	Never																
6363493657	Male	65+	Virginia	No	Weekly	Never	Never													never disagree what your doing	Not much I haven't seen anything	Same time	Make Salisbury more friendly
6363495010	Not answered	65+		No	Weekly	Never	Never															neutral supportive	
6363495793	Female	36-45	Virginia	No	Quarterly	Never	Never													Everything	The features and atmosphere	Keep doing what you're doing. Thank you	
636368063	Female	46-55	Salisbury Park	Yes	Most days	Most days	Quarterly																
6363691673	Female	46-55	Salisbury East	Yes	Most days	Most days	Never																
6363693189	Female	56-65	Salisbury	No	Weekly	Most days	Monthly																
6363700198	Female	26-35	Paralowie Gardens	Yes	Most days	Most days	Weekly																
6363701449	Female	56-65		No	Most days		Never																
6363702415	Male	65+	Para Vista	Yes	Monthly	Yearly	Never																
6363703186	Female	65+		No	Monthly	Never	Never																
6363703991	Male	65+	Dudley Park	No	Weekly	Never	Quarterly																
6363704827	Female	56-65		No	Most days	Never	Never																
6363705633	Female	65+		No	Most days	Never	Never																
6363706712	Female	56-65	Walkley Heights	No	Most days	Monthly	Weekly																

Respondent ID	Gender	Age Group	Suburb	Do you own, operate or work in a business located in the Salisbury City Centre?	How regularly do you visit the Salisbury City Centre?	How regularly do you visit the Salisbury City Centre (Council Offices) in person?	How regularly do you visit the Len Beadell Library in person?	What programs, services or facilities do you feel would encourage you to visit the proposed Salisbury City Centre Community Hub?	What do you like and not like about the following photos to help us define the architectural design, materials and feeling for the spaces inside and outside the Community Hub?									What do you currently like most about Civic Square?	What would make you want to spend more time in Civic Square?	Any general thoughts or further feedback?
6367691819	Female	65+	Salisbury	No	Weekly	Monthly		The library is always a good place to go for information												After hours or weekends for teenagers to go to socialise other than sports.
636770857	Female	46-55	Salisbury	No	Most days	Monthly	Weekly	Library for book/magazine borrowing/use of wifi/digital hub/short courses - IT/meet the author sessions. Have a pleasant, e.g. with shrubs and native plants, courtyard that is easy to access for all generations and secure. Promote musical talent of all genres Promotes Australian indigenous culture Welcoming to all generations and good disability access.	Ideas to have rooms where courses can be conducted and able to hear without competing noise											Talented buskers on different occasions Outside seating with tables - but not cold, hard metal chairs as they are cold in winter and hot in summer Use local labour as much as possible Consider the environmental factors. I.e. products used, reduce power costs, recycling, water catchment Openly/visually - respect traditional land owners by Aboriginal artworks, story of the dreaming
6367748974	Female	65+		No																The new hub doesn't seem practical as to repair the existing building is 11 million and the new building is 42 million It would be cheaper to repair the existing building Losing car parks to the new building is not good as it's hard enough to find a park at present
6369830690	Female	65+	Salisbury Park	No	Most days	Yearly	Weekly	[Close disabled parking]	Great ideas			Prefer this to more industrial look	is this west facing?					Looks interesting		I love to see it being used by families, Play equipment for young children neutral supportive
6369832065	Male	65+	Salisbury Park	Yes	Most days	Yearly	Quarterly	Local entertainment												Promotion of local artists Future local proposals to change being on display. To have time well in advance to assess impacts and outcomes.

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



 **City of Salisbury Website: www.salisbury.sa.gov.au**



COS Website Banner [700x295pixels JPG]



COS Website Hero [250x139pixels JPG]



COS Website Banner [700x295pixels JPG]

 **Salisbury City Centre Website: www.salisburycitycentre.com.au**



SalisburyCityCentre Website Home Page Sliders [1280x720pixels JPG]



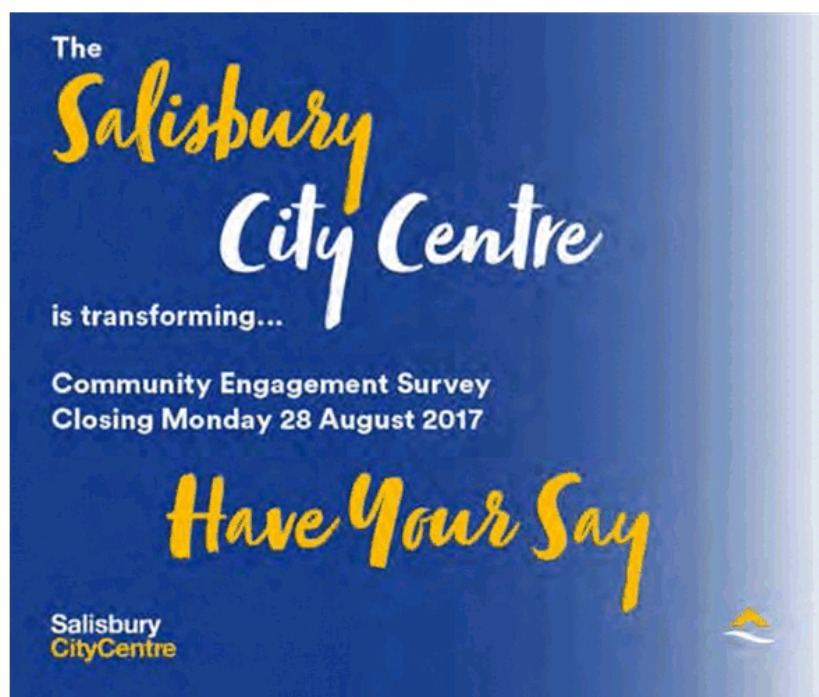
SalisburyCityCentre Website Blog Feature Post Heroes x 2 [700x600pixels JPG]

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



City of Salisbury Facebook: www.facebook.com/cityofsalisbury



Facebook Post Heroes x 6 [940x788pixels JPG]

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



City of Salisbury Electronic Noticeboards
(Located in Customer Centre, Libraries & Community Centres)

The **Salisbury City Centre** is transforming...
Community Engagement Sessions
17 to 28 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Len Beadell Library:
1pm to 7pm
Thursday 17 August 2017
9.30am to 1pm
Friday 18 August 2017
11am to 2pm
Saturday 19 August 2017
1.30pm to 3.30pm
Sunday 20 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Para Hills Library:
10am to 12pm
Monday 21 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Salisbury West Library:
10am to 12pm
Tuesday 22 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Mawson Lakes Library:
12pm to 2pm
Wednesday 23 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Jack Young Centre:
10am to 12pm
Thursday 24 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Sessions:
Ingle Farm Library:
10am to 12pm
Friday 25 August 2017
www.salisburycitycentre.com.au/haveyoursay

The **Salisbury City Centre** is transforming...
Have Your Say
Community Engagement Online Survey:
www.salisburycitycentre.com.au/haveyoursay
17 to 28 August 2017

COS Electronic Noticeboard [47.33cmx27.4cm JPG]

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



NORTHERN MESSENGER ADVERTS

The **Salisbury City Centre** is transforming...

Salisbury CityCentre

Have Your Say

On the proposed City Centre Community Hub from 17 to 28 August 2017

COMMUNITY ENGAGEMENT SESSIONS
At Len Beadell Library, 55 John Street, Salisbury:

- Thursday 17 August 1pm to 7pm
- Friday 18 August 9.30am to 1pm
- Saturday 19 August 11am to 2pm
- Sunday 20 August 1.30pm to 3.30pm

Additional Community Engagement Sessions will be held at other City of Salisbury libraries and the Jack Young Centre. Visit our website for full details.

www.salisburycitycentre.com.au/haveyoursay

Messenger Half Page Horizontal Advert 9 August 2017

The **Salisbury City Centre** is transforming...

- It will be the social heart of our City Centre
- It will connect people with opportunities to gather, socialise, live, study and invest
- A place to showcase and experience the difference Salisbury has to offer

The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre. The proposed Community Hub will be a place for the community to come together in a state-of-art learning and library facility with community accessible meeting areas, new face-to-face customer and community services along with chambers and office space for the Council's administration.

The site selected for the proposed Community Hub is located on John Street between Civic Square and Parabanks Shopping Centre. This ideal location will enable integration with the popular Civic Square community space.

Have Your Say

On the proposed City Centre Community Hub from 17 to 28 August 2017
salisburycitycentre.com.au/haveyoursay

Salisbury CityCentre

Messenger Half Page Horizontal Advert 16 August 2017

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



NORTHERN MESSENGER ADVERTS

Messenger Half Page Vertical Advert 30 August 2017

The Salisbury City Centre is transforming...

The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre. It would feature places for the community to come together such as a state-of-art learning and library facility with community accessible meeting areas, a public gallery, new face-to-face customer and community services along with chambers and office space for the Council's administration.

- It will be the social heart of our City Centre
- It will connect people with opportunities to gather, socialise, live, study and invest
- A place to showcase and experience the difference Salisbury has to offer

What we've heard so far...



“A place that can host community celebrations, there is nowhere in Salisbury big enough at the moment”

Filipino Community Stakeholder Engagement Session

“This is a once in a generation opportunity for renewal in our city centre that redefines how council engage with residences that will serve to our community for generations to come!”

*Dave Stockbridge
Salisbury Business Association Chair*

“The Community Hub is a place for everyone. An indoor /outdoor space that you can just walk around and feel comfortable and that you belong”

Salisbury Youth Council Stakeholder Engagement Session

Have Your Say

On the proposed City Centre Community Hub until 28 August 2017
salburycitycentre.com.au/haveyoursay

Salisbury CityCentre



Messenger Half Page Vertical Advert 23 August 2017

The Salisbury City Centre is transforming...

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Salisbury Youth Council Stakeholder Engagement Session

Have Your Say

On the proposed City Centre Community Hub until 28 August 2017
salburycitycentre.com.au/haveyoursay

Salisbury CityCentre



MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



NORTHERN MESSENGER ADVERTS

The Salisbury City Centre is transforming...

The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre – transforming the area into a vibrant and modern precinct and a place for all to experience and enjoy.

The vision is to develop an entertainment and service precinct that re-energises the City Centre by creating opportunities for:

- Outdoor cinema experiences and live TV broadcasts
- Quality family events and live music, performances and exhibitions
- School formals, graduations, plays, cultural events and ceremonies
- Education, training and meeting spaces
- New indoor and outdoor library and children's activities
- New private investment and development
- Enhanced delivery of Council services

The Community Hub proposal would build and support these opportunities by establishing a new learning and information centre, a public assembly space that holds up to 500 people, new Council administration building and Chambers, a public gallery and greater connection to Civic Square.

What we have heard...

Hundreds of responses were received during last month's community engagement sessions and some of the common questions asked have been;

Why not refurbish the existing building?

Council has received independent advice which identified building code compliance issues relating to disability access and earthquake code. The option of repairing the existing civic office has been estimated at \$11.25 million, but this option would only repair the current facility and not provide for new community facilities. Council also considered the option to demolish and rebuild on the existing site at a cost of \$29.3 million, and again this option would not provide for new community facilities as proposed within the new Community Hub or allow for the extension of Church Street to Gawler Street as part of the broader Salisbury City Centre revitalisation.

Will this result in fewer car parks in the City Centre?

Council has committed to not reduce the number of car parks and maintaining the same overall number of Council-provided car parking spaces in the City Centre.

Will the Community Hub impact on my rates?

The budget for the project has been factored into our Long Term Financial Plan together with all the other initiatives and services being provided by Council which is ensuring we maintain low levels of borrowing and sustainable rating levels. Grant and other external funding opportunities are also being explored.

For more details visit
salisburycitycentre.com.au

Salisbury
CityCentre




Messenger Half Page Vertical Advert 13 September 2017

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



FACT SHEET - FAQs/SPECIAL INVITE/FLYER - A4



COMMUNITY HUB PROPOSAL
FACT SHEET

The Proposal
The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre which will be a place for the community to come together to exchange ideas, learn, participate and celebrate in a range of community spaces located with Council's administration and Chambers. It will be the social heart of our City Centre and a place to showcase and experience the difference Salisbury has to offer.

History
The Community Hub proposal was developed as part of the Salisbury City Centre Renewal Strategy, which was endorsed by Council in 2012 following extensive community consultation.

The proposal is a major part of Council's ongoing contribution to driving the revitalisation of the City Centre. For more details on the Renewal, visit www.salisburycitycentre.com.au

Location
The site selected for the proposed Community Hub is located on John Street between Civic Square and Parakee Shopping Centre and was chosen to enable integration with the Civic Square as a place for community activities and services.

Project Costs
The estimated cost of the project is \$43.8 million. These project costs have been incorporated into our Long Term Financial Plan. Council is also exploring grant opportunities along with the proposed sale of council owned properties of \$7 million made available due to the new Community Hub.


Opportunities
The Community Hub will bring together community, civic and learning facilities within a modern and highly accessible central precinct.

It will free up Council-owned sites for (James Street Civic Centre and Len Beadell Library) potential new development helping make Salisbury an exciting and vibrant place where people live, work, shop and visit. The economic activity this level of investment generates would act as a catalyst for attracting new private and government investment into the City Centre.

Next Steps
In the second half of 2017, Council will be considering detailed project designs and the feedback received during the August 2017 community engagement period before making a final commitment to the Community Hub. Construction could commence in early 2018 and be completed by the end of 2019.

There would be no disruption to Council services during the construction period with staff able to continue operating from the existing Civic Centre on James Street and Len Beadell Library until the Community Hub site is complete.

Some loss of car parking space, increased noise and activity can be expected in the City Centre during construction. Planning is underway to minimise these potential disruptions as much as possible. Any reduction in available car parking spaces would be temporary, with Council committed to maintaining the same overall number of Council-provided car parking spaces in the City Centre. Advance communication of any works would be provided to business owners and operators located in the City Centre.



COMMUNITY HUB PROPOSAL
AUGUST 2017 COMMUNITY ENGAGEMENT
FREQUENTLY ASKED QUESTIONS

Why is Council proposing a Community Hub in Salisbury City Centre?
The project is part of our ongoing Salisbury City Centre Renewal Strategy. It would be a place for the community to come together to exchange ideas, learn, participate and celebrate in a range of community spaces located with Council's administration and Chambers.

How can I have a say on the proposal?
Extensive consultation has already occurred to date including during the 18-month development of the Salisbury City Centre Renewal Strategy in 2011 and 2012. In August 2017 Council is engaging with the community on the design and functionality of the Community Hub. Opportunities are available to provide feedback in person, in writing and online.

How can I provide feedback in person?
Community engagement sessions are being held at Len Beadell Library from 17 to 20 August, and at our other libraries and the Jack Young Centre from 21 to 25 August. Information stations will be on display and staff will be on site to answer your questions.

How can I provide written feedback?
Hardcopies of our community survey are available at the Council Office at 12 James Street, Salisbury, and at our libraries and community centres. Forms will also be available at the above mentioned engagement sessions.

How can I provide feedback online?
Complete our online survey at www.salisburycitycentre.com.au/haveyoursay between 17 and 28 August.

What will happen to my feedback?
The feedback received during the engagement period will be compiled into a community engagement report that will be provided to Council for consideration.

When would the Community Hub open?
Construction could commence in early 2018 and be completed by the end of 2019.

For full details on the community engagement including dates, times and locations please visit:
www.salisburycitycentre.com.au/haveyoursay



You are invited to

Special Information Session

Please join the City of Salisbury for a breakfast to meet our design team and discuss the for the Salisbury City Centre Community Hub proposal.

Breakfast
7.30am to 9am Friday 18 August 2017
Len Beadell Library
55 John Street, Salisbury

RSVP to Hiroe Terao by Wednesday 16 August 2017
P: 8406 8267 or E: hterao@salisbury.sa.gov.au

The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre which will be a place for the community to come together to exchange ideas, learn, participate and celebrate in a range of community spaces located with Council's administration and Chambers. It will be the social heart of our City Centre and a place to showcase and experience the difference Salisbury has to offer.

Salisbury City Centre is unique; it's a place with a long history and bright future. That is why we will be inviting feedback from our community to share with us how they want to experience the Hub, and ways business and services can be provided better for our community.

We will be holding a series of community engagement sessions:

Len Beadell Library, 55 John Street, Salisbury:
Thursday 17 August - 1pm to 7pm
Friday 18 August - 9.30am to 1pm
Saturday 19 August - 11am to 2pm
Sunday 20 August - 1.30pm to 3.30pm

Para Hills Library, Wilkinson Road, Para Hills:
Monday 21 August - 10am to 12pm

Salisbury West Library, Hollywood Blvd, Salisbury Downs:
Tuesday 22 August - 10am to 12pm

Mawson Lakes Library, 2-8 Main Street, Mawson Lakes:
Wednesday 23 August - 12pm to 2pm

Jack Young Centre, 1 Orange Avenue, Salisbury:
Thursday 24 August - 10am to 12pm

Ingle Farm Library, Beovich Road, Ingle Farm:
Friday 25 August - 10am to 12pm

If you are unable to attend one of our community engagement sessions, you can have your say by completing our survey: www.salisburycitycentre.com.au/haveyoursay



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MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



CONSULTATION SIGNAGE OUTSIDE/STATIONS ETC

The **Salisbury City Centre** is transforming...

Community Facilities

What changes and what stays the same

Salisbury CityCentre

The **Salisbury City Centre** is transforming...

City Centre Renewal Achievements to Date

The proposed Salisbury City Centre Community Hub is part of the ongoing Salisbury City Centre Renewal Strategy, which is transforming the CBD into a vibrant and modern precinct and a place for all to experience and enjoy.

The Strategy details how Salisbury City Centre will become a dynamic place where housing, jobs, shopping, services and transport all come together in one modern location. Below is a brief history of the Strategy and some of the key developments to date.

- 2011**: The City of Salisbury embarked on an 18 month project to develop a structure, plan and revitalisation strategy.
- 2012**: The Salisbury City Centre Renewal Strategy was endorsed by Council in July 2012.
- 2013**: A \$700,000 upgrade of the Civic Square community space and beautification of the Stockade Plaza area.
- 2014**: Renewal of Judd Street Lane-way with a community mural, seating and table tennis equipment.
- 2016**: Council endorsed the Salisbury Oval Precinct Redevelopment, which will breathe new life into the area and develop it as an integrated recreation and residential precinct.
- 2017**: About \$20 million of private investment has occurred since the launch of the Salisbury City Centre Renewal including upgrades to Parabanks Shopping Centre, Hoyts Cinema, Commonwealth Bank and Westpac Bank.

Site announced for the location of the proposed City Centre Community Hub

Salisbury CityCentre

Have Your Say
Salisbury City Centre Renewal Community Engagement

What makes a community building feel welcoming?

Salisbury CityCentre

The **Salisbury City Centre** is transforming...

Have Your Say
Salisbury City Centre Renewal Community Engagement

Draw what you want to see in the new Community Hub.

Have Your Say
Salisbury City Centre Renewal Community Engagement

What do you like and not like about the following photos to help us define the architectural design, materials and feeling for the spaces inside and outside the Community Hub?

Salisbury CityCentre

Have Your Say
Salisbury City Centre Renewal Community Engagement

Community Hub Site

Salisbury CityCentre

Have Your Say
Salisbury City Centre Renewal Community Engagement

Chat with the architects

Have Your Say
Salisbury City Centre Renewal Community Engagement

What's missing?

Site location for proposed Community Hub

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



A3 Posters for Consultation & Online Survey

The **Salisbury City Centre** is transforming...

Community Engagement Sessions
17 to 28 August 2017

Salisbury CityCentre

The **Salisbury City Centre** is transforming...

Community Engagement online Survey
www.salburycitycentre.com.au/haveyoursay
17 to 28 August 2017

Salisbury CityCentre

Have Your Say
Salisbury City Centre Renewal Community Engagement

Aspirational in intent, it builds on a reputation for innovation, becoming a place where business, community and government work in partnership for the benefit of the city. It catalyses the next chapter in the evolution of Salisbury.

A CATALYST FOR THE FUTURE...

Have Your Say
Salisbury City Centre Renewal Community Engagement

The experience will be authentic and connected, showcasing and building pride in the community's abilities and talents. We trust and respect each other. We respect our heritage, we celebrate our diversity, and collaborate about our place and care about our people.

THE COMMUNITY COMES FIRST...

Have Your Say
Salisbury City Centre Renewal Community Engagement

Multi-functional in vision and purpose, creating a culture and environment where boundaries are blurred and transparent. Dynamic, spontaneous and well-utilised, expressing the essence of our community where people come together to exchange ideas, learn, participate, celebrate and co-create.

A PLACE TO CONNECT WHERE OUTCOMES ARE MUTUALLY VALUED...

Have Your Say
Salisbury City Centre Renewal Community Engagement

Playful and thoughtful, it is where the experiences are evolving, innovative and inspirational. People are energised by their interaction.

SURPRISE, DELIGHT AND INSPIRE...

Have Your Say
Salisbury City Centre Renewal Community Engagement

We will deliver spaces, events and programming that will be accessible, adaptable, flexible and agile. The Hub will showcase the best of our community and business generating confidence.

ADAPTABLE, FLEXIBLE AND AGILE...

Have Your Say
Salisbury City Centre Renewal Community Engagement

Activated and with a sense of discovery, it is the people's gathering space. It is a showcase of what lies at the heart of the community and their passions.

THE SOCIAL HEART OF THE CITY CENTRE...

MARKETING COLLATERAL

FINAL Salisbury City Centre Renewal Community Engagement Sessions



Item 1.3.4 - Attachment 1 - Community Engagement Report - Design Development August 2017

A4 Paper Survey



The City of Salisbury is proposing to establish a Community Hub in Salisbury City Centre which will be a place for the community to come together to exchange ideas, learn, participate and celebrate in a range of flexible community spaces situated alongside Council's administration and Chambers.

To help shape the design and functionality of the proposal, please provide us with your feedback below.

Gender: Female Male Not Answered

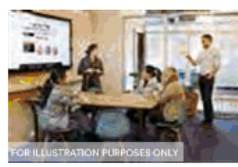
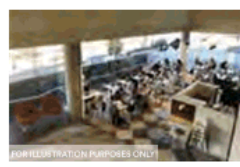

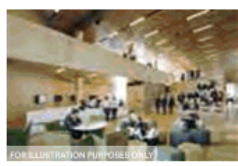
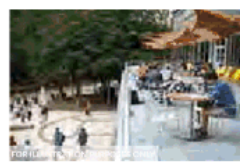
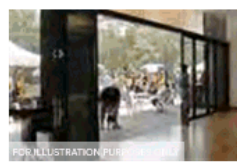


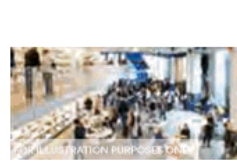
Age Group: 0-15 46-55
 16-25 56-65
 26-35 66+
 36-45

Suburb:

Do you own, operate or work in a business located in Salisbury City Centre?
 Yes No Not Answered



What do you like and not like about the following photos to help us define the architectural design, materials and feeling for the spaces inside and outside the Community Hub?

 <small>FOR ILLUSTRATION PURPOSES ONLY</small>	 <small>FOR ILLUSTRATION PURPOSES ONLY</small>	 <small>FOR ILLUSTRATION PURPOSES ONLY</small>
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<input type="text"/>	<input type="text"/>	<input type="text"/>



How regularly do you visit Salisbury City Centre?

Most Days Quarterly
 Weekly Yearly
 Monthly Never

How regularly do you visit Salisbury Civic Centre (Council Offices) in person?

Most Days Quarterly
 Weekly Yearly
 Monthly Never

How regularly do you visit Len Beadell Library in person?

Most Days Quarterly
 Weekly Yearly
 Monthly Never

What programs, services or facilities do you feel would encourage you to visit the proposed Salisbury City Centre Community Hub?



What do you currently like most about Civic Square?

What would make you want to spend more time in Civic Square?

What features make a community building feel welcoming?

Any general thoughts or further feedback?

THANK YOU FOR YOUR FEEDBACK
 Responses will be compiled into a community engagement report that will be provided to Council for consideration.

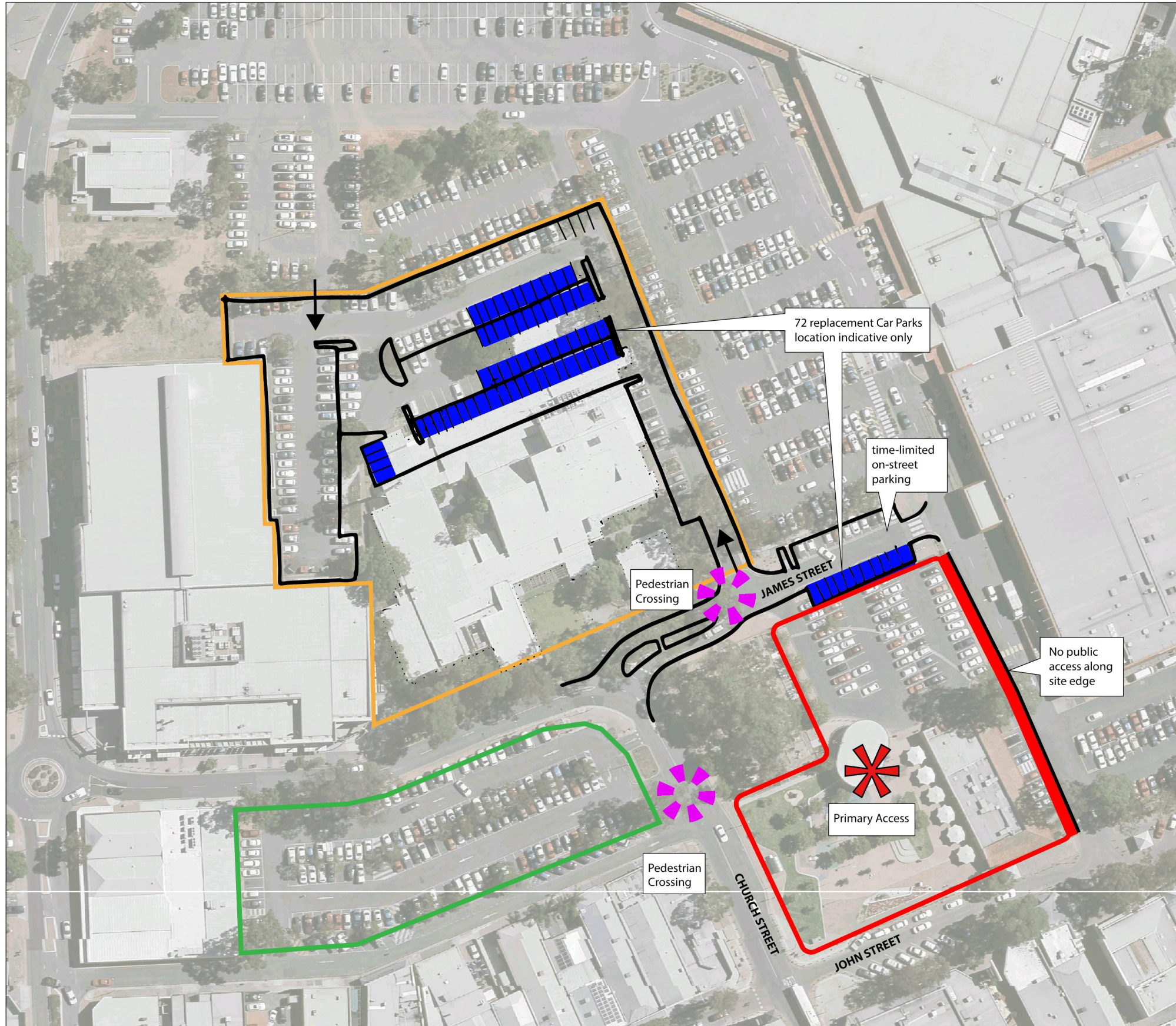


ATTACHMENT 2

HASSELL STUDIOS DESIGN DEVELOPMENT REPORT

SEPTEMBER 2017

CIRCULATED UNDER SEPARATE COVER



Legend

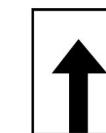
Council Sites

- New Community Hub Site
- 12 James Street Site
- Sexton Car Park Site

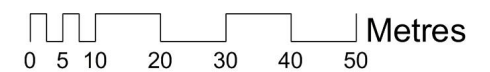
Salisbury Community Hub

Car Parking Plan (Interim plan until construction of church street extension)

Final design/layout subject to design development with total carpark numbers as identified on plan.



Date: 14/09/2017



ITEM	1.7.1
	POLICY AND PLANNING COMMITTEE
DATE	18 September 2017
HEADING	Customer Service Framework and Charter
AUTHORS	Hannah Walters, Team Leader Customer Relations, Community Development Michael Bennington, Manager Communications & Customer Relations, Business Excellence
CITY PLAN LINKS	4.2 Develop strong capability and commitment to continually improve Council's performance.
SUMMARY	The purpose of this report is to provide Council with the draft Customer Service Framework and Charter which is aimed at improving customer service through the development and implementation of service level agreements, service behaviors and service standards as identified in the Customer Service Improvement Project (CSIP).

RECOMMENDATION

1. That the Customer Service Framework and Charter as set out in Attachments 1 and 2 to this report (Item No. 1.7.1, Policy and Planning Committee, 18/09/2017) be endorsed for implementation to enable the remaining projects within the Customer Service improvement Project to be initiated.

ATTACHMENTS

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

1. Customer Service Framework
2. Customer Service Charter

1. BACKGROUND

- 1.1 The Customer Service Improvement Project (CSIP) is part of Councils continuous improvement approach to customer service for internal and external customers.
- 1.2 The project highlights areas for improvement to customer service so that the City of Salisbury continues to have a high standard of commitment to customer service.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Divisional Managers were engaged in the development of the service standards, as they will be accountable to the timelines listed.
- 2.1.2 Divisions have also previously been consulted on the development of the divisional charters which have been incorporated into the corporate charter.

3. REPORT

- 3.1 The Customer Service Improvement Project implementation plan which has been endorsed by Executive outlines seven key program focus areas to aid in the improvement of our customer experience:
 - 3.1.1 Customer Service Framework and Charter – The Customer Service Framework has been designed with improved customer service outcomes in mind. It has implications for the day to day experience of customers as well as aiming to improve the service culture of the organisation in a broader sense. There are three critical components of the Customer Service Framework, service principles, service standards and service code. The revised Customer Service Framework and Charter will replace the existing customer service framework.
 - 3.1.2 Who's the customer – New staff induction is a joint project between People and Culture and The Communications and Customer Relations Division. The "Who's the Customer?" program will bring together a number of diverse groups, allowing them to experience firsthand across the City of Salisbury. All staff will be encouraged to partake in three specific activities, Sit in the Customer Centre to understand the range of requests that come into the City of Salisbury, attend a Council meeting and spend a number of hours with upstream and downstream team members to understand how their role fits into the organization.
 - 3.1.3 External Customer Survey – Customers will be randomly contacted after City of Salisbury interactions to solicit feedback on their experience. It is recommended that a standard set of customer service and experience questions be developed in the form of a brief questionnaire. This data could then provide trend analysis and identify area in which the City of Salisbury could improve.
 - 3.1.4 Customer Experience Training – Customer Service is generally considered a reactive skill, as it is how we train our staff to respond to customers. Customer Experience is a vastly broader view of the customer relationship. Customer Experience views all customer touch points and interactions. It seeks to truly see the organisation from the customer perspective, and through the customers' eyes. This perspective allows the organisation to improve with an "outside in" perspective.
 - 3.1.5 Customer experience training will help the staff at the City of Salisbury to learn how to bring the concept of customer experience to life and provide a good foundation to critically evaluate all customer facing processes.

- 3.1.6 Internal Customer Survey – The internal customer survey will be run on the opposite year to the Human Synergistic Organisational Culture Inventory survey (OCI). It is important that the Internal Customer Survey is aligned with the OCI. The objective will be to understand the Customer Experience when dealing with internal City of Salisbury customers and identify opportunities for improvement.
- 3.1.7 Elected Member Interface – The Elected Member interface will be delivered around the principles of the Customer Service Framework. The Elected Member Interface aims to improve the quality of service provided by staff to Elected Members when they are making service requests and requests for information. The project will outline the process for service and information requests from Elected Members to ensure consistency across the organisation. A workshop was conducted with Elected Members to gather information on the current processes for requests for service and information, and to discuss a range of options to better manage service provision. This information obtained from this workshop will be developed and further engagement with Elected Members regarding processes will occur.
- 3.1.8 eServices upgrade – Currently we have a version of e-Services implemented on the City of Salisbury website that allows customers to make payments, lodge service requests, lodge development applications, request Section 7 and rates searches. The current functionality has been implemented for a number of years and was designed to work on a desktop. This version is now outdated and not user friendly. Since the original implementation was completed e-Services functionality offering has been enhanced and evolved into better usability. The new version allows us to update the look and feel of the e-Services portal to make it consistent with the City of Salisbury website and increase the functionality that can provide. The upgrade of e-Services will be aligned with the Customer Service Framework service principles. The new version has been designed to work on both desktops and mobile devices. This project is being funded by the recently endorsed 2017/2018 New Initiative Bid.
- 3.2 The Customer Service Framework and Charter is the initial project that will set the guiding principles for the delivery of all other projects within the Customer Service Improvement Project.
- 3.3 The Customer Service Framework has been designed with improved customer service outcomes in mind. It has implications for the day to day experience of customers as well as aiming to improve the service culture of the organisation in a broader sense.
- 3.4 The critical component of the framework is the establishment of service principles, service standards and service code.
- 3.5 The service level values underpin our approach to customer service. These values have been developed based on the organisational “Community and Customer Service” value and picking up themes from the divisional charters that had been developed in consultation with staff.

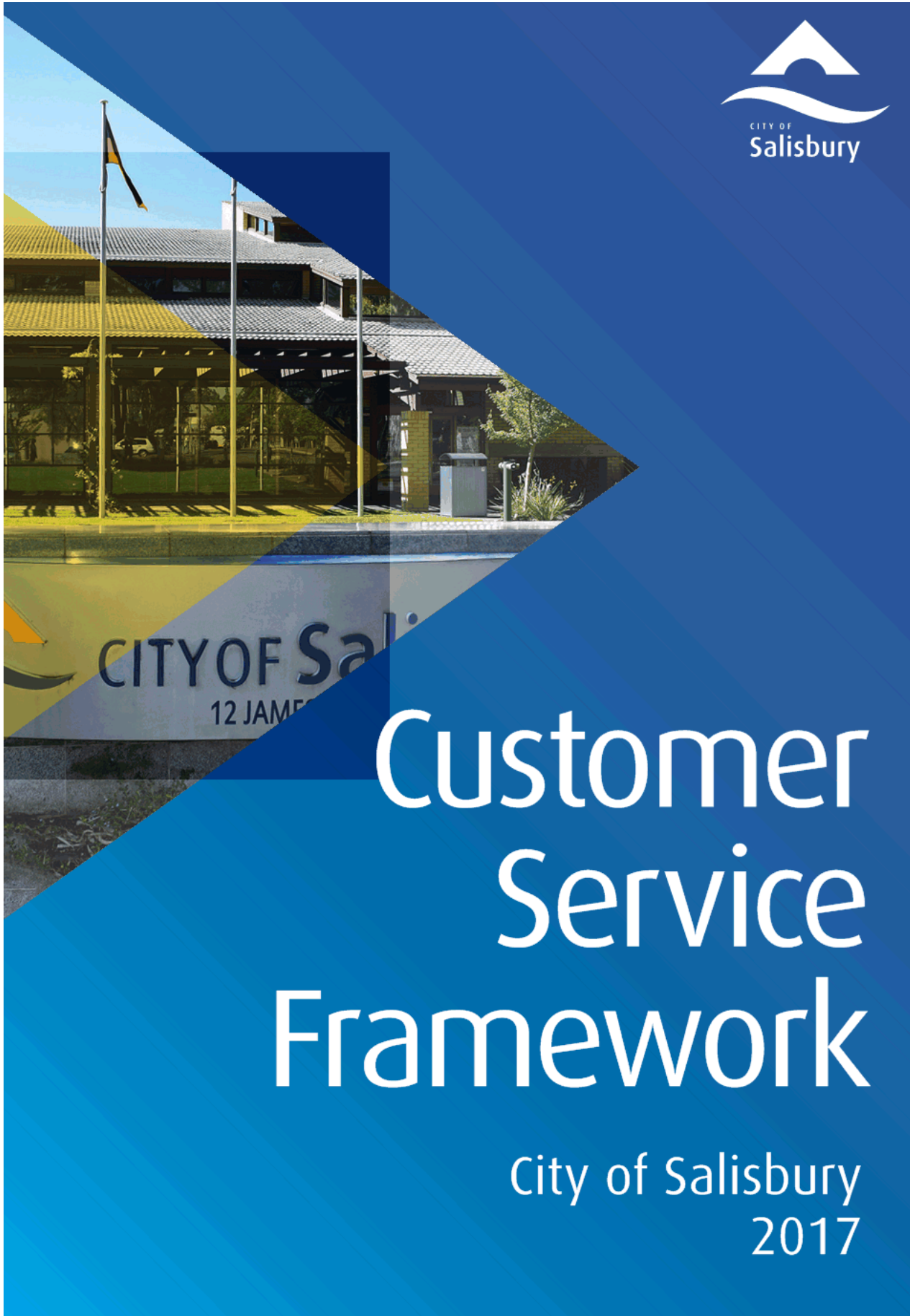
- 3.6 Our service code describes how we act and the things people say and do. They set a clear expectation for how employees should interact with customers and each other.
- 3.7 Our service standards have been developed so that the organisation can commit to specific timeframes and communicate what customers can expect. By measuring performance against standards, the organisation can demonstrate a commitment to customer service.
- 3.8 The framework outlines service standards that the organisation will be held accountable against, Divisional Managers responsible for each area were engaged in the development of the standards and deciding the appropriate timeframes.
- 3.9 Standards for the most frequently accessed services have been identified and will be regularly measured.
- 3.10 The Customer Service Framework and Charter will be monitored and reviewed annually through the Annual Report, specifically the service standards as outlined in the Framework.
- 3.11 The Customer Service Framework and revised charter will replace the existing customer service framework which deals primarily with the management of feedback (compliments, comments and complaints). As well as providing a board commitment to customer service.
- 3.12 It is critical that the Customer Service Framework and Charter be endorsed to enable progress of other projects within the Customer Service Improvement Project as the outcomes delivered in all of these projects will be linked back to the principles of the Framework and Charter.

4. CONCLUSION / PROPOSAL

- 4.1 All projects within the Customer Service Implementation Program are reliant upon the Customer Service Framework and Charter being endorsed to progress.
- 4.2 The Customer Service Framework sets the Service Principles, Service Code and Service Standards for the organisation.
- 4.3 For the projects within the Customer Service Improvement Program to progress the Customer Service Framework and Charter requires endorsement by Council.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 11.09.17



A few words from our Mayor.

I am passionate about Salisbury. It's strong and diverse community. The underlying civic pride. I admire the enterprise of our community and business leaders and I'm proud of the achievements of our Council. I believe that together we can make Salisbury even better.

This Customer Service Framework is a reflection of our pride for this City and the high standards we aspire to. We will build on our strengths and use our resilience to create a more prosperous, energetic and outstanding City. After all, our vision is: 'Salisbury – A flourishing City with opportunity for all'.

Gillian Aldridge JP
Mayor of Salisbury



The Framework

The City of Salisbury is committed to the provision of high quality customer service and forging closer relations with customers. The City recognises there are opportunities to continuously improve the way customers are engaged and the way compliments, comments and complaints are received, recorded and managed. In response to this, the City of Salisbury has produced this Customer Service Framework.

The Customer Service Framework is intended to articulate processes for the management of feedback, compliments and complaints to ensure they are drawn to the attention of the relevant staff within the organisation and managed appropriately.

Additionally a Customer Charter has been created to compliment the Customer Service Framework and provide clarity as to what customers can expect from Council in regards to our customer experience.

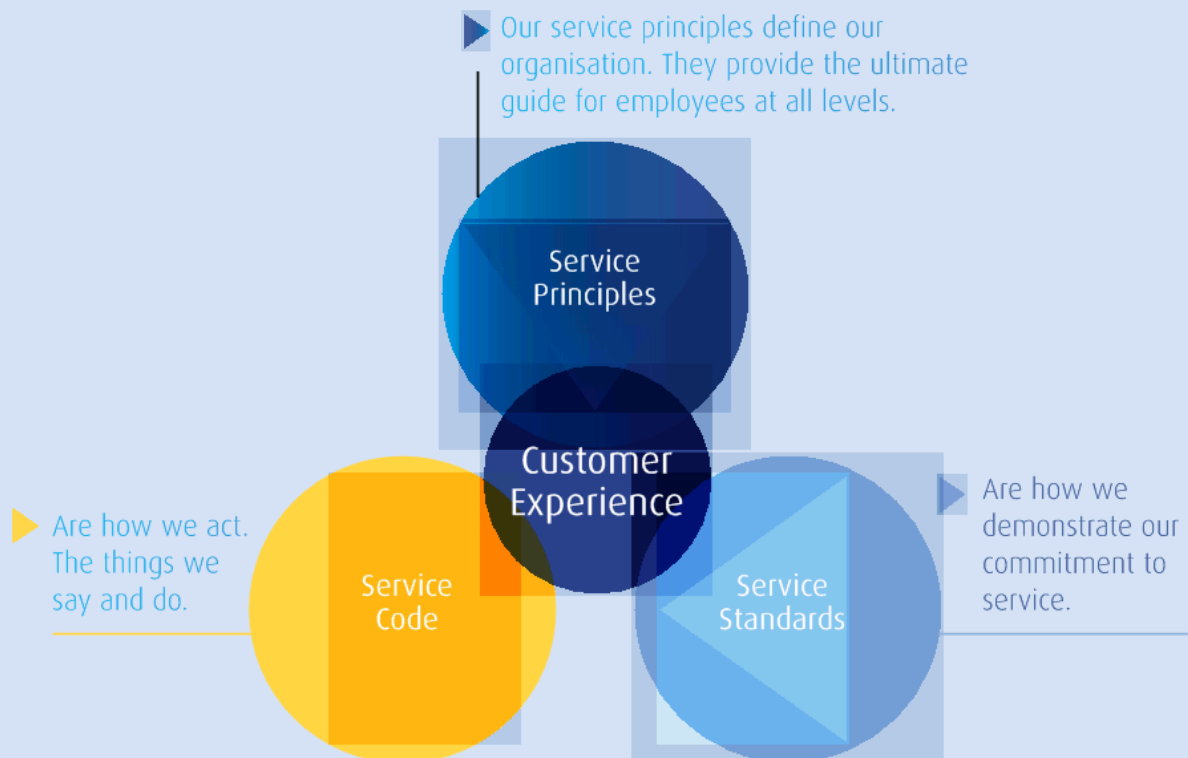
City of Salisbury Customer Service Value

Community and Customer Service:

We will seek to understand our community and customer expectations. We will listen to their needs and respond to their changing requirements.

We will demonstrate our commitment to this value by:

- Being responsive, dynamic and enabling effective management of community resources.
- Being empathetic, listening to and understanding our customers and employees.
- Leveraging our leadership position to broker the attraction of resources to deliver on key community initiatives.
- Strengthening relationships with our community.
- Establishing partnerships and working collaboratively with our customers, community and stakeholders.



Service Principles

These principles underpin our approach to customer service. They guide our behaviours and service standards and form the basis of our commitment to the community.

Responsive

- We are responsive to the needs and requests of our colleagues and customers.
- We keep them informed at all times so they know what to expect from us.

Empathetic

- We listen to the needs of our customers and colleagues and appreciate each other's point of view.

Available

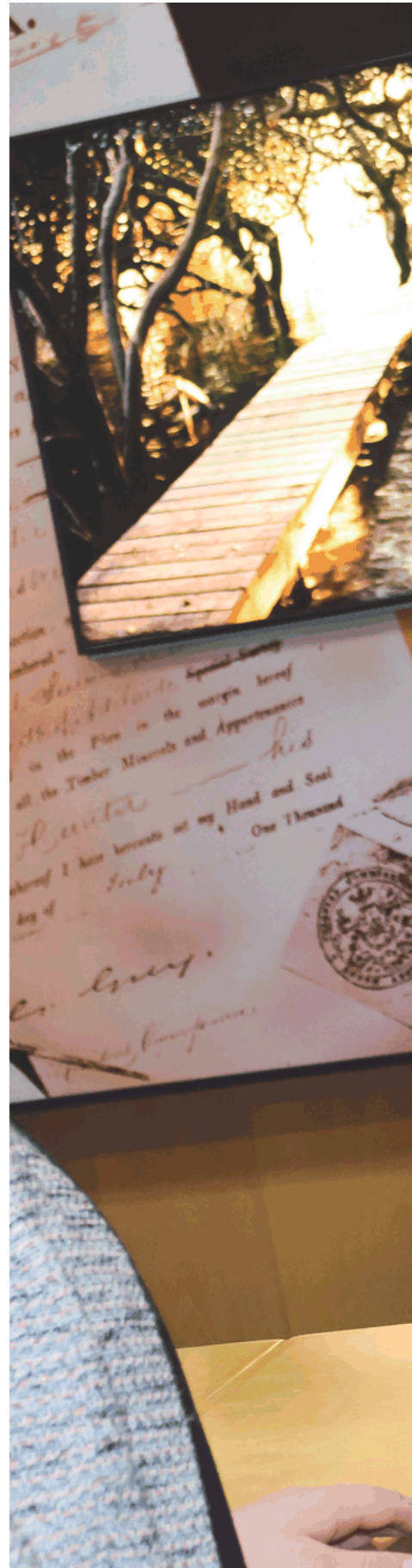
- We make it easy for our customers and colleagues to reach us.

Helpful

- We are approachable and always willing to assist our customers and each other.
- We share our knowledge and commit to dealing with our customers queries responsibly.

Reliable

- We are honest, accurate and consistent in all that we do.





Item 1.7.1 - Attachment 1 - Customer Service Framework



Service Code

These behaviours describe the things we say and do. They set a clear expectation for how we should interact with our customers and each other.

Responsive

- Provide consistent, realistic and achievable timeframes.
- Do what you say you will do.
- Be punctual.
- Focus on the customer.
- Give people your time and attention.
- Clarify the enquiry.
- Capture and record information.
- Keep customers up-to-date until their enquiry is resolved.

Empathetic

- Actively listen and hear their concerns - every time.
- Understand "where people are coming from".
- Treat all customers as you would like to be treated.
- Explain what can and cannot be done - and why.
- Offer options where possible.

Available

- Meet customers at a mutually convenient time and appropriate location.
- Be available during business hours.
- Answer your phone.
- Respond promptly to voicemail messages.
- Provide contact details and alternatives when you're unavailable.
- Communicate your movements.
- Be where you say you're going to be.
- Make time for meetings.

Helpful

- Greet with a smile.
- Acknowledge the customer's presence.
- Use positive body language and tone of voice.
- Communicate clearly and limit jargon.
- Direct people to the right information.
- Explain the process.
- Be accountable for customer enquiries.
- Be proactive about finding and solving problems.

Reliable

- Acknowledge and rectify errors without judgment.
- Always remain diplomatic and professional.
- Provide clear standards and guidelines.
- Provide up-to-date and correct information.
- Treat all customers according to our service values.

Service Standards

We demonstrate a commitment to customer service by measuring our performance against these service standards.

Organisation Wide

- We will acknowledge your written correspondence within three business days.
- We will provide call centre customer service and advice between 8.30am and 5pm each business day.
- Staff will respond to phone messages within one business day.
- We will provide up-to-date and relevant content on our website.
- We provide access to our services at a variety of locations.
- We will provide an after hours service for emergencies.



Statutory Service Standards

- **Finance:** We will consult on our Draft Annual Business Plan for at least 21 business days prior to adoption.
- **Finance:** We will make Council's Audited Financial Statements available by 30 November each year.
- **Governance:** We will make Council and Committee agendas available on the website three business days prior to a meeting, except in the case of a Special Meeting where documents will be made available as soon as practicable after the meeting time is confirmed.
- **Governance:** We will make Council and Committee minutes available on the website within five business days after a meeting.
- **Planning and Building:** We will communicate to the applicant the outcome of Development Applications within five business days of a decision being made.



Operational Service Standards

- **Trees, Roads and Footpaths:** We will acknowledge service requests with a reference number within one business day. We will allocate requests to business units for investigation and response.
- **Pets and Animals:** We will respond to reports of dog attack incidents on the same day, and we will investigate reports of dog attacks that have previously taken place within one business day.
- **Planning and Building:** We will provide 24/7 status advice for all development applications on our website.
- **Property:** We will resolve emergency maintenance requests in our facilities within 24 hours.
- **Property:** We will assess and respond to standard maintenance requests in our facilities within five business days.
- **Illegal Dumping:** We will remove illegally dumped rubbish from council land within two business days.
- **Food and Health:** We will respond to reported food complaints on the same day.
- **Graffiti:** We will remove racist, sexist or obscene graffiti within one business day.

Our Charter

The Customer Charter sets out what customers can expect when they make contact with the City of Salisbury. It includes contact details for the City and response timeframes. The Customer Charter has been prepared as a brochure to enable wide distribution to City of Salisbury customers and is available from the City of Salisbury website (www.salisbury.sa.gov.au) or in printed form at Council offices and service points.

Feedback Opportunities

A number of feedback opportunities are available to customers who interact with the City of Salisbury. Feedback enables the review and improvement of policies, procedures and services. Customers may contact the City with feedback of varying types, for example:

Request for Service

This is a request from a customer who has identified the need for the City to perform one of its services in a specific case, for example, a request to remove graffiti, fix a pot-hole or prune a Council tree.

Comment/Compliment

This is feedback from a customer in relation to a positive customer service experience they have had, for example, a thank you to a member of the City's staff or praise for the standard of a service that has been provided.

Concern/Complaint

This is feedback from a customer who is unhappy or dissatisfied with operations or services provided by Council.

Review of Decision

This is a formal request for a revision of a decision by Council in accordance with the requirements of s.270 of the Local Government Act 1999.

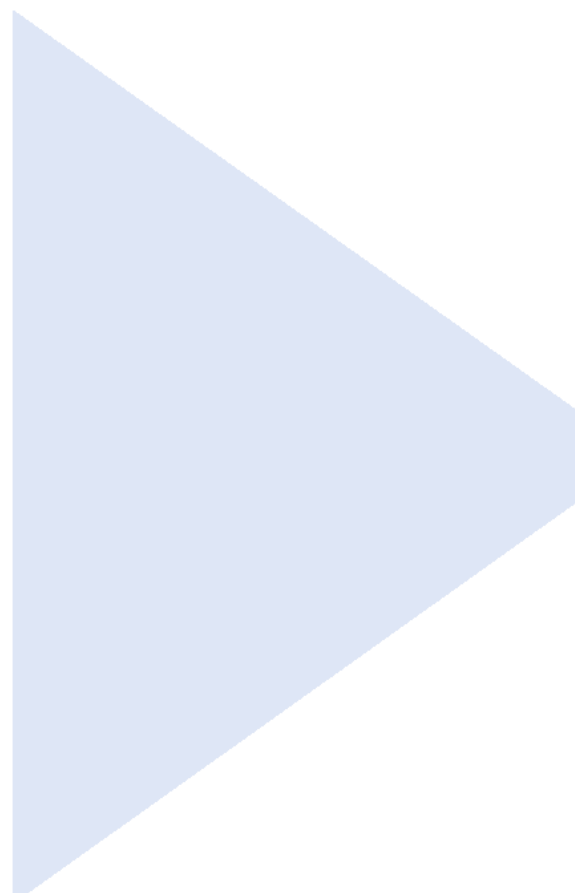
Policies and Procedures

To assist customers with the provision of feedback, compliments or complaints to the City of Salisbury a Customer Compliments, Comments and Complaints Policy (with supporting procedures) has been developed.

The Compliments, Comments and Complaints Procedure provides a three tiered approach to the receipt and management of the various types of feedback provided to the City of Salisbury.

The City of Salisbury has in place a code of conduct for dealing with complaints in relation to Elected Members.

The Internal Review of Council Decisions Procedure has been developed in accordance with the requirements of section 270 of the Local Government Act 1999 and sets out the process for lodgement and management of a formal request for a review of decisions of Council, its employees, and other people acting on behalf of Council.





Access our website:

www.salisbury.sa.gov.au/cc
Compliments, comments or complaints can be sent using an online form or by downloading, printing and completing a form available from the website.



Visit our Customer Centre:

12 James Street, Salisbury
Customer Centre staff can assist you to complete a compliments, comments and complaints form, available from the reception counter.



Send us an email:

ccc@salisbury.sa.gov.au and provide details of the feedback, compliment or complaint.



Telephone us: 8406 8222

TTY: 8406 8596 (for people with a hearing impairment)

Customer Centre staff can record details of your compliment, comment or complaint and ensure it is forwarded to the appropriate officer for action.



Write to us: City of Salisbury, PO Box 8, Salisbury SA 5108 and provide details of the compliment, comment or complaint.

Use Social Media:

Council will accept feedback via:



facebook.com/cityofsalisbury



twitter.com/cityofsalisbury

Social media should not be used to lodge requests for services or formal complaints.

Residents may also contact Elected Members to discuss issues or feedback they may have. Elected Member contact details are available from the City of Salisbury website (www.salisbury.sa.gov.au) or by contacting the Customer Centre on 8406 8222.

We speak your language if you need assistance please contact us.



Accessing Information

Customers may access information about services and Council activities in a range of ways, including:

- ▶ The City of Salisbury website www.salisbury.sa.gov.au
- ▶ Publications, brochures, fact sheets and other printed material.
- ▶ Aware magazine – published three times a year (March, July and November) the community magazine contains local stories and information for and about the local community, and is delivered free of charge to every resident's letterbox.
- ▶ Visiting libraries, recreation centres and community centres.



▶ Contact information

To speak to the City of Salisbury about our Customer Service Framework, please contact:

Website: www.salisbury.sa.gov.au

Email: city@salisbury.sa.gov.au

Postal: 12 James Street, Salisbury SA 5108

Phone: (08) 8406 8222

TTY: (08) 8406 8596 (for people with a hearing impairment)

We speak your language if you need assistance please contact us.

CUSTOMER CHARTER



CUSTOMER SERVICE MISSION

We will seek to understand our customer's expectations. We will listen to their needs and respond to their changing requirements.

We will demonstrate our commitment to this value by being:

Responsive

- We are responsive to the needs and requests of our colleagues and customers.
- We keep them informed at all times so they know what to expect from us.

Empathetic

- We listen to the needs of our customers and colleagues and appreciate each other's point of view.

Available

- We make it easy for our customers and colleagues to reach us.

Helpful

- We are approachable and always willing to assist our customers and each other.
- We share our knowledge and commit to dealing with our customer queries responsibly.

Reliable

- We are honest, accurate and consistent in all that we do.

OUR CUSTOMER'S NEEDS AND EXPECTATIONS

Our customers want to be listened to, understood and treated with respect. They expect us to provide friendly, consistent service that is correct, accessible and equitable. Their expectation is that requests should be actioned or resolved in a timely manner.

OUR COMMITMENT TO OUR CUSTOMERS

We will actively listen to our customers; provide friendly service, give correct information and be proactive about finding and solving problems.

“Customer service is everyone's responsibility”

HOW OUR CUSTOMERS CAN HELP US DELIVER A BETTER SERVICE

Customers need to openly communicate with us respectfully and collaboratively.

Our responsiveness to you will be enhanced if you:

- Treat our officers with courtesy and respect.
- Provide accurate and complete information.
- Provide a daytime telephone number or email address.
- Provide reference numbers (if available) when contacting us about an existing application, complaint or query.
- Work with us to try to resolve problems.
- Give us feedback to help us better understand your needs.

HOLD US ACCOUNTABLE

We believe individually and as a group that customer service is everyone's responsibility. The commitment we make to this charter will be measured by performance against our service standards as set out in the City of Salisbury: Customer Service Framework.

Customers should be encouraged to provide appropriate positive or negative feedback and advise us if we are not meeting our obligations.

CUSTOMER FEEDBACK

We value your feedback and welcome suggestions, compliments, comments and complaints.

Your feedback helps us to review and improve our policies, procedures and services.

Your compliments give us encouragement that the service we are providing is a service that you value.

Customers may contact Council with feedback of varying types.

Such feedback may include:

- **Request for Service:** This is a request from a customer who has identified the need for Council to perform one of its services in a specific case, e.g. "I would like you to fix a pot-hole in the road"
- **Comment/Compliment:** This is feedback by a customer who wishes to comment on the conduct of a member of staff, e.g. "I found this staff member to be extremely helpful and knowledgeable," or on the standard of service that has been provided, e.g. "Thank you for mowing our verges they look much neater"
- **Concern/Complaint:** This is feedback by a customer who is unhappy or dissatisfied with operations or services provided by Council, or has not received a response to an earlier request for service

The City of Salisbury has a formal Compliments, Comment and Complaints Policy and supporting procedure which outlines standards and processes for actioning matters raised by customers quickly and effectively. This is available on our website www.salisbury.sa.gov.au or by calling our Customer Centre on 8406 8222 during business hours.

HOW TO MAKE A COMPLIMENT, COMMENT OR COMPLAINT

To provide compliments, comments or complaints to the City of Salisbury you can:

**Access our website: www.salisbury.sa.gov.au**

Compliments, comments or complaints can be lodged online. Go to www.salisbury.sa.gov.au to complete the online form or download a hard copy.

**Visit our Customer Centre:**

12 James Street, Salisbury

Customer Centre staff can assist you to complete a compliments, comment and complaints form, available from the reception counter.

**Send us an email:**

ccc@salisbury.sa.gov.au and provide details of the compliment, comment or complaint.

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Customer Centre staff can record details of your compliment, comments or complaint and ensure it is directed to the appropriate officer for action.



Write to us: City of Salisbury, PO Box 8, Salisbury SA 5108 and provide details of the compliment, comment or complaint.

Social Media:*

Council will accept comments via:



[facebook.com/cityofsalisbury](https://www.facebook.com/cityofsalisbury)

twitter.com/cityofsalisbury

*Social media should not be used to lodge requests for service, formal complaints or submissions.

We speak your language if you need assistance please contact us.

Ombudsman SA

The Ombudsman SA is an independent office that has comprehensive power to investigate complaints made in relation to Local Government.

Customers have the right to contact the Ombudsman SA at any time if they are dissatisfied with an action or inaction of the City of Salisbury.

The Ombudsman SA may be contacted at:
Postal: PO Box 3651, Rundle Mall SA 5001
Office: Level 5, East Wing 50 Grenfell Street, Adelaide SA 5000
T: (08) 8226 8699
F: (08) 8226 8602
Toll free: 1800 182 150

The Office of Public Integrity (OPI)

The Office of Public Integrity (OPI) is an independent office that has comprehensive power to investigate complaints, misconduct and maladministration in public administration.

The Office of Public Integrity (OPI) may be contacted at:
Postal: GPO Box 11066, Adelaide SA 5001

Office: Level 1, 55 Currie Street,
Adelaide SA 5000
T: (08) 8207 1777
W: www.icac.sa.gov.au